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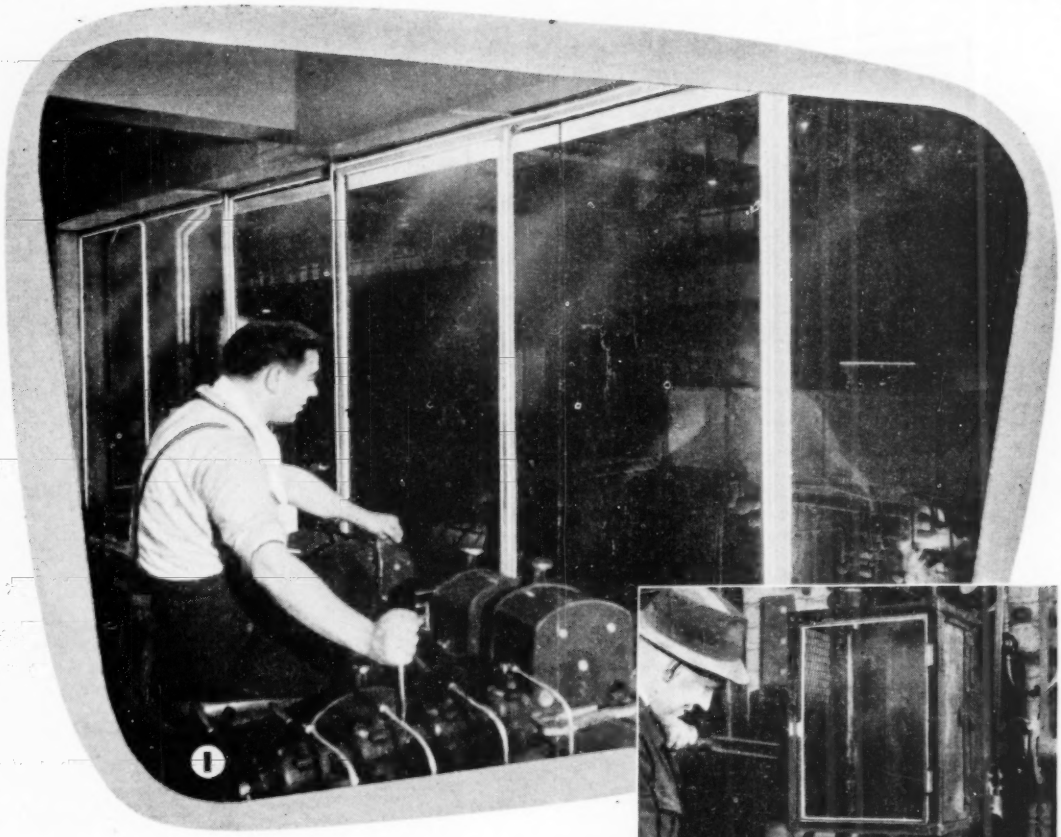

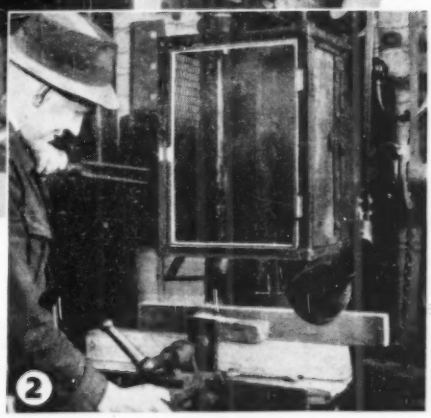

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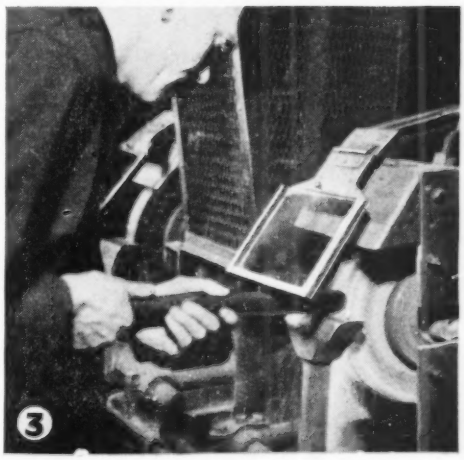

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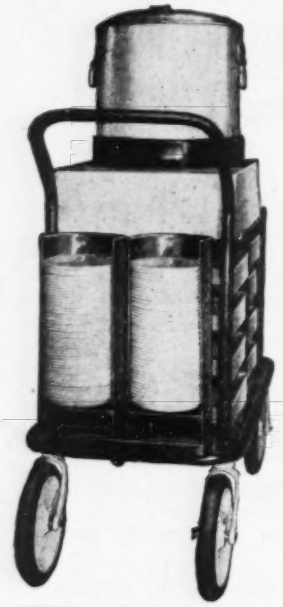

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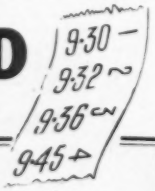

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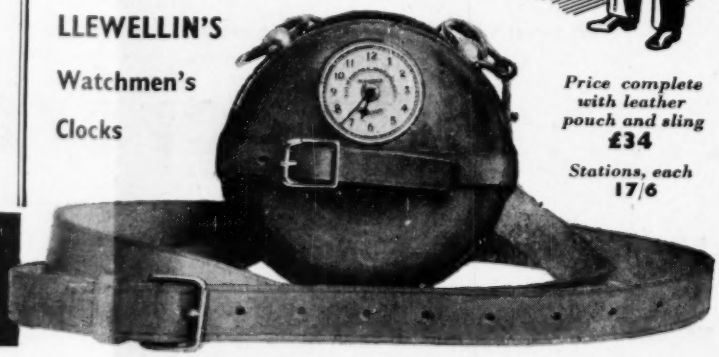

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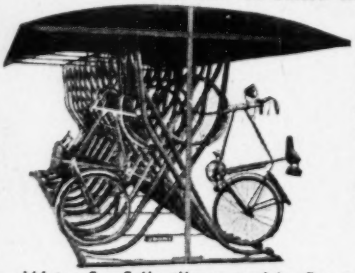

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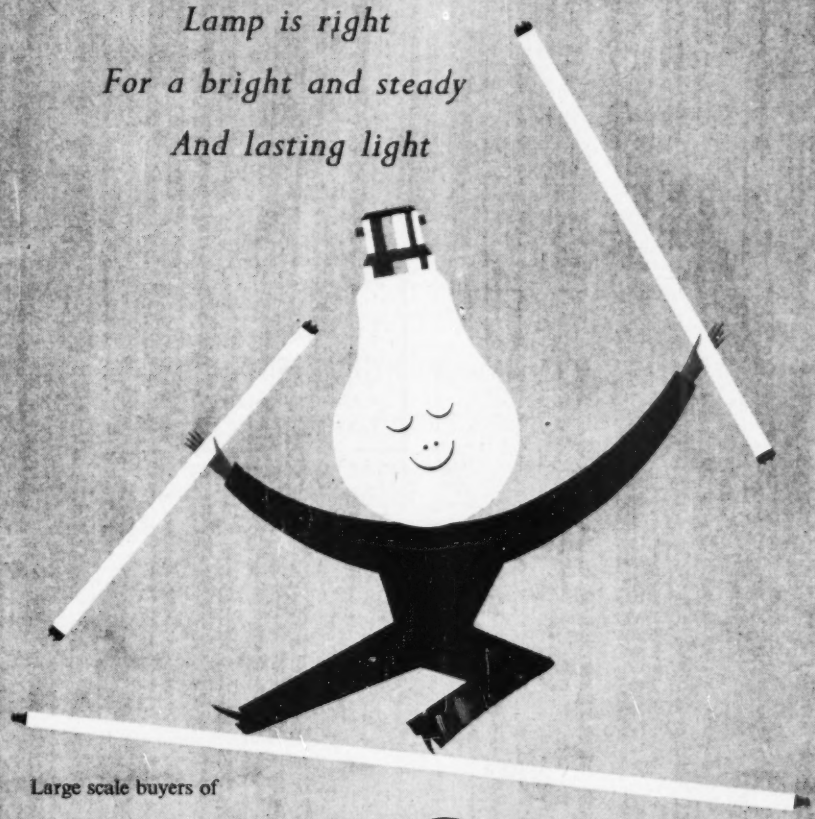

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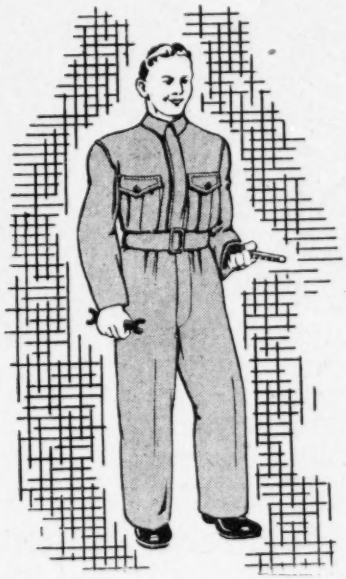

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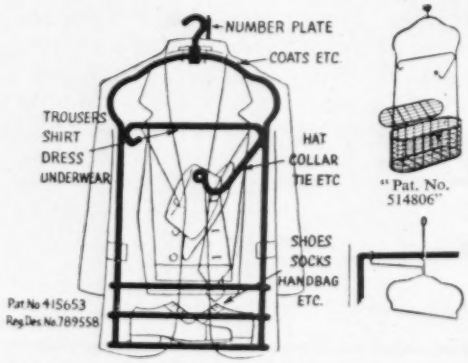

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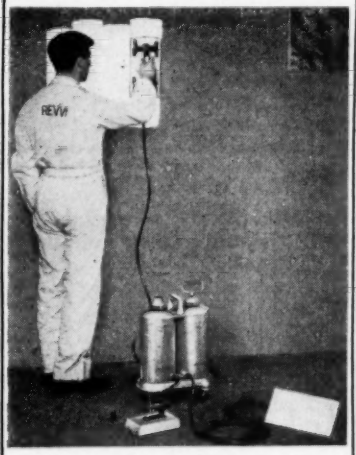

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PERSONNEL MANAGEMENT WELFARE AND INDUSTRIAL EQUIPMENT

CONTENTS FOR MARCH, 1953

MANAGEMENT OF PERSONNEL

1,800 WORK FOR THE "FAMILY'S" GOOD ... ... *WINIFRED GODE* 383

New Feature

MANAGEMENT THROUGH THE SUPERVISOR'S EYES ... ...

LET'S POOL OUR EXPERIENCE ... ... *"DISCUSSION LEADER"* 387

INDUSTRIAL EQUIPMENT AND MANAGEMENT

INDUSTRY'S NEW USES FOR CARAVANS ... ... *PETER WARWICK, Editor, "Modern Caravan"* 385

EQUIPMENT THAT RAISES OUTPUT: Canteen—New products at the Catering Exhibition ★ Clothing ★ Ventilation ★ Security ★ Better Housekeeping ★ Administration ★ Lighting ★ Hygiene 403

WELFARE, TRAINING AND HEALTH

How They Train Their Supervisors—2

WIDER OUTLOOK FOR FOREMEN ... ... *L. V. JOSEPHI* 389

HOUSE MAGAZINES AND THE CORONATION ... ... *P. C. VIGOR, Editor, "Vauxhall Mirror"* 394

A GOOD CLOAKROOM—AID TO EFFICIENCY ... *LAURENCE DOPSON* 395

SAFETY AND ACCIDENT PREVENTION—CIVIL DEFENCE

HOW TO REDUCE GUILLOTINE ACCIDENTS ... ... *R. McKOWN, Formerly Editor, British Journal of Industrial Safety* 393

THEY KEEP THE C.D.O. ON HIS TOES ... ... *DENYS HAMILTON* 396

CANTEENS AND CATERING

NEW CANTEEN AVOIDS "INSTITUTION" LOOK 409

NEWS AND READERS' SERVICE

CURRENT PERSONNEL AND PRODUCTION PRACTICE DIGEST 391

PERSONNEL NEWS BULLETIN 398

SUMMARY OF OFFICIAL PUBLICATIONS 406

MANAGEMENT DIARY FOR MARCH 407

Vol. 19, No. 154

Published monthly by Shaw Publishing Co. Ltd., 180 Fleet Street, London, E.C.4 (CHA. 8844) Incorporating "Civil Defence Journal and ARP & NFS Review" and "Welfare," London. Subscription rates: 20s. per year, post free in the U.K.; 25s. per year overseas.

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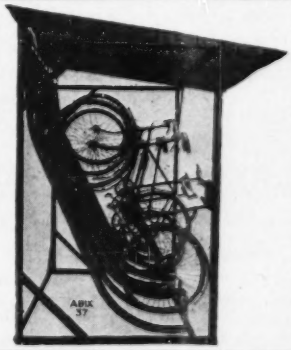

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By WINIFRED GODE

AT first sight, silver bands and diesel lorries appear to have little in common. But put the name Foden in front of them and the connection becomes obvious, for both have won high honours for that company. Similarly, there may be no obvious connection between a silver band and a personnel policy; but there is at Foden's.

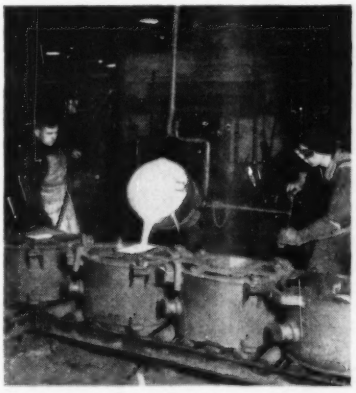
The history of the band goes back to the Coronation of Edward VII when the Elworth band was hired by a neighbouring village and there was no band to help with local celebrations. Edwin Foden, who founded the firm, decided to start a band of his own, and thus was the now famous Foden's Motor Works Band born. It may be claimed that this band was in effect the beginning of a programme of recreational activities which has developed over the years until today it is part of a comprehensive personnel policy.

Edwin Foden's slogan was—"Nothing but the best is good enough"—and this is still the slogan of both management and workers at Foden's today. The managerial team is now headed by the founder's son, William Foden, the governing director. Although 84 years of age, Mr. Foden still does an active day's work at the factory and takes an interest in the progress of his workpeople, many of whose families he has known through two and three generations.

This is a family business in more senses than one. Although the firm now numbers over 1,800 employees, efforts are made to give every employee the feeling that he is part of the "Foden family;" that his welfare is the concern of the family; and that the welfare of the family is his responsibility.

This point of view is ably expressed in a letter which William Foden recently sent to his foremen:

"Our object in these works is not of a selfish or personal nature, but is for the welfare of everybody concerned, also to obtain orders in such quantities that the whole works can be kept in constant employment. This can be done in two ways: one—in seeing that the work put into our manufactures is of the highest quality; two—to see that the goods are produced at competition prices."



The young foundry worker on the right was trained under one of Foden's two apprenticeship schemes. The company's training programme is comprehensive and thorough.

William Foden, head of the Foden "family." At 84, he has a daily walk round the shops.

Joint consultative committees provide the opportunity for management and workers to exchange ideas. Discussion is frank, and management are always ready to adopt any reasonable suggestion. The joint production committee (constitutionally elected in accordance with the terms of the national engineering industry's agreement) meets once a month to discuss problems concerning production, material shortages, working conditions, or anything which affects the interests of the company and its employees.

In addition, a works committee, consisting of seven shop stewards, elected annually, meets when required to consider all matters affecting the conduct of the company, including wages negotiations.

The safety committee is composed of two shop stewards, who serve with the works manager and production manager; the personnel manager is also safety officer. A small shop committee has been formed to deal with the supply of protective clothing and general conditions in the foundry with a view to getting as near to ideal conditions as possible.

The foremen's committee, under the chairmanship of the joint managing director, meet monthly to discuss problems affecting production and personnel. The works manager, production manager and personnel manager are usually in attendance. The foremen also have their own committee, comprising twelve elected representatives. These twelve hold preliminary discussions—in their own time, but in a works office—on questions which are to be raised at

Formation of the Foden Motor Works Band marked the beginning of organised recreation in the firm. Today the band is a source of pride to all employees, and generates goodwill outside the company.

their joint meetings with management, and deal with all matters affecting the foremen's conditions, status and general welfare. For example, they have their own benevolent fund from which grants are made to members in need. The shop stewards' committee also have the use of a room for their meetings.

Every encouragement is given to management representatives and shop stewards to equip themselves for participating fully and effectively in the activities of the company. Visits are exchanged with other firms, trips are made to exhibitions, and staff attend conferences held by appropriate trade or technical organisations.

In a firm where the majority of jobs are highly skilled, training plays an important part. Two apprenticeship schemes are in operation at Foden's: one for boys leaving school at 15, and a student apprenticeship scheme for 16-year-olds who have passed school certificate.

Under the first scheme, training lasts five years. The apprentice spends the first six months as an office boy, and is then given the choice of a trade. He is trained thenceforward in the workshop.

An apprentice supervisor keeps in close touch with the boys and progress reports on them are made every three months. All apprentices are expected to attend the local technical school, and the company pay their fees, provided that attendance has been satisfactory. Agreed union rates are paid, and payment is also made for periods of certified leave to attend classes. Over 70 per cent of Foden's apprentices now attend classes. Lads who show promise may be up-graded to the student apprenticeship scheme.

The latter also lasts five years. Students pass through the various departments: e.g., pattern shop, six months; foundry, six months; machine shop, twelve months; erecting shop, six month; experimental and research departments, six months; repair shop, six months. A limited number are selected for a term in the drawing office. For the last period of training, students are given the choice of one of the following departments: tool room, electrical department, machine tool repairs, welding shop, experimental department, laboratory, planning department, sales department. All student apprentices must attend at one of the technical colleges, tuition fees are paid by the firm. The apprentice supervisor keeps in touch with the student and the foreman of his department to ascertain his progress and whether the training is being applied to the best advantage.

Like the management grades and shop stewards, apprentices visit other factories. Once a month, they have an hour off to attend a lecture and film show; subjects covered vary from workshop safety to local government and economics.

Foden's apprentices run their own technical library. This was started by the company with the purchase of £50 worth of engineering textbooks, and these have been supplemented by new books bought from funds subscribed by the apprentices (who agreed to a deduction of 2d. a week from wages).

Just as every effort is made to ensure that employees are fitted to make a maximum contribution to the company's productive capacity, so provision is made for their care and maintenance in sickness and retirement. Foden's social services plan includes a benevolent fund, for which 1d. a week is deducted from wages, and under which all employees who are absent from work for four full weeks are entitled to a grant of £2. The fund is self-supporting and benefit automatic. This fund is administered by two shop stewards and two members of management.

A sick provident fund provides a weekly payment of 10s. during sickness (maximum thirteen weeks in one year) for a weekly contribution of 4d. There are also a number of schemes run by the employees themselves, including Foden's Sick and Dividend Club, one of the oldest in the country.

All employees may benefit from a non-contributory pension scheme, which entitles them to a pension of 15s. a week after 20 years' service, rising to a maximum of £2 a week after 50 years—a period of service which brings the employee a gift of £20 in cash as well. A contributory superannuation scheme for staff only was introduced in 1945; contributions are based on salary.

Further, many employees subscribe to a group insurance scheme for a 20-year endowment policy. Under this scheme, the company contribute one-third, and the employee two-thirds, of the premium; if a man withdraws from the scheme he can claim the return of his own contributions.

Low Absentee Rate

The absentee rate for sickness and accidents is low (.3 per cent weekly average). Accidents are very slight. Two first-aid posts service the works, one for men and one for women. The men's post is staffed for 24 hours by two fully-qualified male attendants; the women's post has one full-time attendant on day shift only as the women do not work at night. A doctor visits the works once a week for routine examinations and attention to special cases.

The canteen, subsidised by the company, feeds both works and staff. The company have a small estate of about ninety houses which are let to employees at economic rentals.

The works fire brigade comprises a chief officer, four leading firemen, and fifteen firemen—all volunteers. All live locally and can respond to a call day or night. When the works are closed over the weekend, three firemen cover the whole period, and arrangement of duties ensures that a

proportion of firemen are present on each working shift. The men are responsible for an area of about 10 acres, and for inspection, maintenance and repair of all fire-fighting equipment.

Foden's recreation club has over 500 members, and caters for all types of sports and social activities. There are fine grounds for football and cricket, two bowling greens and three tennis courts, as well as a club-house which is the venue for billiards, concerts, dances, or a friendly get-together around the bar. Annual membership fees are 7s. 6d. for men and 5s. for women. The club is almost self-supporting, but the company gives financial assistance where the outlay of a large sum of capital expenditure is involved as, for example, in the recent purchase of a new football field.

The Foden Band

The band, all of whom are employees, is now run as an independent unit. The company have given the musicians a bandroom in the works, but otherwise they receive no special concessions, and their twice-weekly practice, and all engagements, are carried out in their own time. Engagement money, after deduction of a small percentage for running expenses, is split up between the bandsmen or given to charity. The band has won many honours in the music world, including the national championship on nine occasions, and contributed £7,500 to charity. The governing director is a frequent attender at band practices, especially on "the big night" before a championship. Both he and his brothers played in their father's band, but he wryly admits that he was "sacked" because his euphonium playing did not come up to the requirements of Edwin Foden, for whom "only the best was good enough."

Results of this personnel policy are shown in the good relations which exist between management and workers. Management do everything they can to iron out grievances immediately they arise, and as the governing director goes round the factory at least once a day, every employee has an opportunity to get to know him and to contact him.

The same results, expressed in more concrete terms, can be seen in the fact that in nearly a century of steady progress, 1952 was the most successful year the firm has ever had.

WELFARE ON WHEELS—

Industry Finds New Uses For the Caravan

By PETER WARWICK
Editor, "Modern Caravan"

Caravans are being increasingly adopted by industrial and commercial undertakings to increase efficiency on certain types of work and to provide amenities. Here are some examples of the ingenious uses which are being made of these versatile vehicles.

THE activities of John Laing and Son Ltd., one of the best-known names in the building and contracting world, range over a vast area—often into isolated parts away from the warmth and comfort of civilisation. Some of the Laing contracts take months, and even years, to complete, and need constant supervision. Executives compelled to spend long periods away from home were not always in the best of tempers; family life was threatened and there was danger, after recurrent long absences, of serious breakdown. So Laing's went into the question of how to keep the home together and everybody happy.

They investigated a scheme for temporary bungalows, but rejected it on the grounds of cost and time. Then somebody thought of caravans. After looking at all kinds and sizes the firm placed a contract for a fleet of mobile homes. These caravans, with luxury-type bathroom and kitchen, thick fitted carpets, deep upholstery and fittings to cater for every need, were judged to provide the nearest approach to the kind of home conditions enjoyed by the average Laing executive.

Now, wherever the job may take him, the executive can take his wife along or, at least, put her up comfortably when she is able to visit him. He has a comfortable cottage home for as long as the job lasts. It is independent of public utility supplies—butane gas provides lighting and heat for cooking, sanitation is chemical, water may be brought up by motor carrier from the nearest source, and electric batteries take care of radio or television requirements. By day it is 160 sq. ft. of comfortable lounge, kitchen and bathroom, and by night it is convertible into a luxurious bedroom, or two small bedrooms, to provide a good night's

The Stoke-on-Trent cleansing department men at tea in their specially-designed caravan, which has transformed their job and is saving the department a lot of money.

Left: One of the Coast Lines Ltd. caravan holiday sites for their staff. Below: This N.C.B. mobile laboratory can save lives in mining accidents.

Our **COVER PICTURE** *shows a family enjoying a caravan holiday provided by the man's employers.*

(Photo. by courtesy of Berkeley Coachwork Ltd.)

sleep for four people. It was the complete answer to the problem.

For those on the sub-executive level, too, mobile dormitories, washrooms and sanitary units are becoming an accepted feature of building and contracting work.

These instances are typical of the new uses to which British undertakings, both public and private, are putting the caravan. Among the more unusual jobs that caravans are doing is to function as gas analysis laboratories at coal mines. The National Coal Board uses them mainly in emergencies. The unit can be towed to any pit-head, where samples of air in the mine may be analysed immediately. Such rapid assessment of conditions below ground can, of course, mean the difference between life and death when an accident occurs. Another N.C.B. unit accommodates a five-man team who check on the use of coal at collieries. This is part of the drive to economise on consumption.

The centre of a gasworks is not the ideal site for a caravan. But foremen of Newton Chambers and Co. Ltd., whose caravans, to quote the company's house magazine, "have rested in these none-too-salubrious surroundings, are finding life far more pleasant than in doubtful 'digs.'" Employed in supervising the erection of new gas-holders, these foremen, with their wives, live comfortably on the work site. For them the problem of "What sort of lodgings shall I find on the next job?" has been solved.

Stoke-on-Trent cleansing, salvage and transport department have given a lead to the rest of the country by providing caravan messrooms for their employees. Inventor and designer of this novel adaptation is Mr. R. G. Totty, the cleansing superintendent and transport manager, Mr. Totty believes his caravans are the answer to a problem that has troubled him for years. Refuse in the city is disposed of by controlled tipping, and often the sites are miles away from the nearest depot. Men engaged in levelling out and filling are at work from 7 a.m. to 5 p.m., doing an unpleasant job in all weathers. Breakfast and lunch have usually been cold meals eaten in a draughty hut. Often the men have worn their wet clothing during the break. Collecting crews have been travelling back to the nearest depot for their meal, thus wasting a lot of time.

When work on a site has ended, the hut has had to be dismantled, transported and erected elsewhere. Consequently, its life has been reduced.

Mr. Totty's first caravan, recently completed and to be augmented by others of similar design, provides amenities which will be envied by cleansing department men everywhere. It has a messroom to accommodate fourteen to sixteen men, sink unit, hot and cold water, electric lighting, burglar-proof tool locker, coke stove heating, drying room and lavatory. It is 22 ft. long, 7 ft. 9 in. wide, and gives 6 ft. 2 in. headroom. A local firm has now started production of similar caravans for other local authorities.

The caravan also has a place in employees' recreation. Many organisations maintain holiday sites for the use of their staff. One such firm, Coast Lines, Ltd., inaugurated, in 1945, a caravan club for their clerical staff. Starting with a modest total of three caravans, which they placed at Penrhynside, a tiny village on the lee side of the Little Orme at Llandudno, they offered their Liverpool employees the free use of these for their holidays.

From such small beginnings, the scheme has grown rapidly, until there are twenty-eight caravans situated in Scotland, Ulster, the Isle of Wight, at Aberystwyth, Torquay, etc. They are usually placed on existing sites, where a caretaker can keep an eye on them and see to the laundry and replenishment of the bottled gas containers. The scheme is being enthusiastically supported by employees, and family men are given priority in bookings, depending on the number and ages of their children. Last year about 350 families holidayed in the caravans.

But there may be even wider industrial potentialities for caravans. If the pronouncements of the various post-war Chancellors of the Exchequer mean anything, they indicate a very real need for a mobile labour force. (The two Coventry men who, having lost their jobs, bought a caravan in readiness to move wherever their next job might be, were just being realistic.) If the horrors of slump unemployment are to be avoided, it would seem that there may well arise the need for some means of transferring redundant labour from where it is not required to where it is.

Mobile Labour Force

The Americans have recognised this and it is quite common for them to establish a labour community around a particular project for as long as necessary, living in mobile homes and ready to move off when the project finishes. Particularly during the war, this method of matching the labour supply with the fluctuating demands of the war industries proved completely satisfactory. The result now is that the American government accord their caravan industry a high priority in raw material supplies, and nearly 2,000,000 Americans live the mobile way. British Governments show rather less enthusiasm for caravans for permanent living, and the industry has never been allowed to develop its full potential here. But the necessity may arise.

Management Through the Supervisor's Eyes

A MONTHLY SERVICE FOR READERS INTRODUCED By THE EDITOR

TOP executives are often bewildered by the lack of co-operation of their workers. They are particularly concerned when this lack of co-operation extends to supervisors. For the wise top executive realises that today the supervisor, or foreman, is management's vital link with the workers; without his wholehearted support progressive staff policies cannot be effective.

Why is co-operation lacking? Why, for example, should only 39 per cent of supervisors recently interviewed by the National Institute of Industrial Psychology favour joint consultation when the percentage of top executives strongly in favour was as high as 81?

It is an Editor's job to try to find the answers to such important questions. The problem was, How? Armchair theory is no use. The hundreds of readers who have written to me on this subject want something more than guesswork for an answer. Like Meredith, they cry,

"Oh, what a dusty answer gets the soul
When hot for certainties in this our life."

Practice, not theory, was obviously wanted. So I decided to find out—from the supervisor himself. To find out what his problems were, and, if possible, how he solved them. To find what—and why—he felt towards those above and below him. And then, month by month, to present these findings to the top executive and supervisor readers of PERSONNEL MANAGEMENT, WELFARE AND INDUSTRIAL EQUIPMENT.

By this means I hoped to achieve two objects: First, to provide supervisors with a "meeting place in print" where they could discuss common problems and pool experience. Secondly, to give top management a better understanding of supervisors' responsibilities and point of view. Hence the title chosen for the new feature.

One problem remained. Who was to get out into the factories, make the enquiries, write the monthly feature? Someone was needed whose daily work was in constant touch with supervisors; who was not suspect of "snooping" or "quizzing." Who was sympathetic, yet could also see the point of view of top management.

Just the right person was found. That person must remain anonymous if the job is to be done without fear or favour. But the signature, "Discussion Leader," indicates how the job will be tackled.

One thing is already clear. In dealing with the complicated pattern of human relationships there will be no "hot certainties," no cut-and-dried answers, no best solutions. But at least readers will get discussion and argument—and solutions which others have found useful.

Launching a new feature is always a thrill for an Editor. I believe "Management Through the Supervisor's Eyes" will bridge a gap and secure for itself a high place in the journalism of personnel management.

Let's Pool our Experience

THIS new editorial feature is for the man who is doing the practical job of managing people in industry. So let me, "Discussion Leader," first say how I propose to tackle my work.

I want this page to be a meeting place in print where people in a position of authority over others can discuss common problems and pool their experience of dealing with people.

Whether you are fully experienced in managing, or a newly-appointed supervisor, whether you make soap or motor-cars, whether you feed people, build them houses or transport them from place to place, whether you work in a large factory or small firm—you all have human problems to face. I invite you to write to me about these problems. I will keep your name and the name of your firm confidential if you wish and, as your Discussion Leader, I will try to place your problem in its perspective with the help of modern knowledge about people.

I will add the comments of others as I receive them and I hope these will include expressions of opinion from other ranks of management and from representatives of the workers. I feel sure that those in senior positions will find our discussions useful in throwing light on the attitudes of supervisors towards their responsibilities.

The job of a foreman is threefold; first it is obviously technical, secondly it is to build and maintain effective relationship with his subordinates, and thirdly to communicate to them the meanings, ideas, feelings and purposes of higher management. To fulfil these purposes he must be, in practice as well as in theory, a member of the management team.

Often, however, he is not given the information or support that would enable him to play his part in the team effectively or even be "an intelligent onlooker at the

management game." He often feels that the service departments have taken away authority which should be his, that the senior management is by-passing him in dealing with the workers direct, and that he is not in the confidence of his superiors.

At the same time many supervisors are bewildered by the apparently inconsistent or irresponsible behaviour of the people under their control. It is now well known that changing economic and social circumstances have forced the supervisor to modify or abandon traditional methods of maintaining discipline, and many foremen are still at a loss to understand or employ a more positive approach to their leadership functions. In any case the foreman carries the heavy load of the past on his back and his well-meaning efforts to co-operate with his workers are often rebuffed, leaving him to feel angry, hurt and resentful.

Now, after this introduction, let us get down to cases.

SOAP PROBLEM

A Matter of Prestige?

A SUPERINTENDENT of a large machine shop has a problem about soap. He explained it like this: "I am in charge of a large shop where the work is done by male labour. There are two cloakrooms —one for the hourly-paid machine workers and setters, the other for the members of the staff who work in this department, e.g., foremen, checkers, progress chasers and clerks.

"A week ago the shop stewards complained that the general cloakroom was supplied with bar soap and the staff cloakroom with toilet soap. They said that this was unfair and asked that both cloakrooms should be issued with the same kind of soap. I explained that the machine workers got dirtier than the clerical staff and that was why they were issued with a stronger type of soap. We had a long and, on the shop stewards' side, very heated argument and they finally left me saying that they were not satisfied. What do you think I should do?"

I wonder if this argument was entirely about the subject of soap? In most workplaces different kinds of work have what we may call a "prestige value." A well-known example of this is the prestige which many people attach to a white-collared job. Thus, though many factory jobs are more skilled and responsible, their prestige value is often lower. The status of a job is often shown by the privileges which go with it; for example, in some organisations a person's rank and authority can be recognised by the size of his desk—or whether he has a carpet on his floor.

An interesting book called "Management and the Worker," by Roethlisberger and Dickson, describes industrial investigations which were carried out at the Hawthorne plant of the Western Electric Co. in the U.S.A. It shows how the workers there often regarded working conditions as "carriers of social value."

Formerly personnel manager and training officer; assistant welfare superintendent; and personnel research officer. Holder of a Cambridge honours degree in history and a social science diploma. Now a lecturer in human relations, mostly to supervisors. That is the background of DISCUSSION LEADER, writer of this feature.

It is possible that this argument about soap became heated because deeper feelings about prestige were involved. If this is so this supervisor could perhaps raise this as a problem to be discussed with the shop stewards; and maybe he could solve the soap problem by installing liquid soap containers. Liquid soap is strong and cleans well and is frequently found in cloakrooms of all kinds. This should satisfy all points of view! But if this argument is an indication that there are underlying feelings of resentment, the problem may crop up again in another form.

SHOP STEWARDS

Other Side of the Picture

MR. B., another foreman, said to me: "There is a great deal of talk today about the shop steward hampering the work of the foreman at every turn. I would like to give you the other side of the picture. I am in charge of a shop where the nature of our work makes production uneven, and we often have rush periods and overtime as well. I have established very co-operative relationships with my shop steward, and I feel it would be a whole lot more difficult for me to run my shop if I did not have his help.

"For example we work out together rosters of work so that the overtime periods are taken care of fairly and individual preferences are taken into account. When we get a new order from the management I call him into the office and we discuss different methods of setting about the job and how it will affect the people working in the shop. He understands, too, that safety is as much the workers' responsibility as mine; he and a small committee help to keep our shop a safe one and the people working in it safety conscious."

Good luck to Mr. B. . . . This method has obviously been successful with him. Of course there are many difficulties in the way of such a close co-operation between the shop steward and the foreman, but none of these difficulties needs to be insurmountable.

If a foreman feels secure in the support of his own top management and if he is consulted by them before changes affecting his department are made, he often feels confident and as a result willing to discuss things with his shop steward or workers' representative. He may meet with a suspicious attitude but foremen who have persisted in this method feel that once they have proved their goodwill, relationships become more co-operative.

RELATIONS GOOD?

Guineas for Letters

WHAT are your relationships with your shop steward? Write and tell me. We will pay one guinea for each letter published. Letters should be addressed: Discussion Leader, c/o The Editor, PERSONNEL MANAGEMENT, WELFARE AND INDUSTRIAL EQUIPMENT, 180 Fleet Street, London, E.C.4.

Now, how do *you* think the foreman should have acted in these situations involving relationships quoted by Pigors in his book "Effective Communications in Industry?" A foreman says that a time study engineer who works in his department grumbles a lot about his superior. The foreman feels that this is not his business but gets on well with the time study engineer. Can he do anything about it?

Another foreman says that he had a problem when one of the senior technicians who was working in his department kept violating the safety regulations. This had a bad effect on the men but the foreman "did not like to tell tales." What do you think he should have done?

DISCUSSION LEADER.

2. *Stewarts and Lloyds Ltd.*

Wider Outlook, not Promotion, Is the Goal

Liberal education plays a big part in the foremen's training courses of Stewarts and Lloyds Ltd. Sole purpose of this training is to enable foremen "to carry out their work more effectively and with a heightened appreciation of its purpose and value."

By L. V. JOSEPHI

THESE steelworks foremen are not expected to require training in the fundamentals of their jobs. They have, with few exceptions, entered the industry as boys, passed through the juvenile training schemes and served many years in operative grades of increasing responsibilitiy.

Training courses for such people are commonly designed primarily to enlarge the student's acquaintance with aspects of steel industry which lie outside the scope of his own workshop, and to enable him to see in clearer perspective the function his own section is expected to perform in the wider field of the company and the industry as a whole. This does not exclude some study of human relations and comparable subjects having a direct relationship with the daily activities of foremanship. But the training offered to steel foremen generally belongs to the classification of higher education.

This picture of training in foremanship represents in broad outline the principles applied by Stewarts and Lloyds Ltd., at their steel-making and fabricating plants at Corby, Northamptonshire. The policy corresponds very closely with that in force at the company's five other large divisions—in Glasgow, Birmingham, Wolverhampton, Stanton (Notts.) and South Wales. Each of these areas has its own training officer and four or five assistants, but functional control of the whole is exercised by Mr. L. S. Saunders, the company's director of training, to whom PERSONNEL MANAGEMENT, WELFARE & INDUSTRIAL EQUIPMENT is indebted for this survey.

The current training programmes of this big steel group, which employs 35,000 operatives and 600-700 foremen, have been shaped by seven years' study. At the end of 1951 the company had carried through 500 individual foreman courses and the total by the end of 1952 was approximately 800. The accelerating rate which these figures disclose seems to afford a useful commentary on the success of the general principles and their popularity with foremen. (The term "foreman course" in this context is used by the company in a sense similar to "man hours." Some foremen have attended as many as three courses while a few, nearing retirement, have not participated.)

There is no direct relationship between a foreman's successful participation in the company's educational schemes and his progress and prospects of promotion. All courses are voluntary and non-competitive. *Their exclusive purpose is to enable foremen, as well as some other grades above and below foremen level, to carry out their work more effectively and with a heightened appreciation of its purpose and value.* The fact that increased competence—and confidence—in day-to-day operations is likely to affect future promotion is the incidental result, not the objective.

Officially, the works manager nominates those who are to undergo a course. In effect, however, the initiative of the prospective student is the principal factor. The courses are exacting and intensive, yet there is never any difficulty in completing the group of ten to sixteen of which each is composed.

The main outcome of these training schemes was the institution, in 1950, of a long-term programme of residential courses for foremen from all the company's divisions. While these have not superseded the local courses, they are worth studying as being more representative than any others of the company's policy towards foreman training.

Three experimental residential

The company run some of their residential courses at a Kenilworth hotel, where foremen are seen relaxing between lectures.

courses were held in 1950 and 1951, of which the last, adapted in the light of experience afforded by the other two, has formed the broad outline of many held since. For each of these courses sixteen foremen were nominated from different works to spend nine days in an hotel at Kenilworth at the company's expense while they heard a series of lectures by experts, held discussion groups and studied procedures at other works.

The **defect** of the experimental courses was that they tended to produce "mental indigestion." They have now been shortened to seven days and the time-table has been re-cast to provide more opportunities for relaxation and exercise. Steel foremen cannot immediately adapt themselves to the sedentary conditions of studentship.

The **merits** of the courses are summarised by the director of training in this way. The foremen have:

1. *Obtained a better knowledge of the company in all its aspects.*
2. *Acquired a better understanding of how their own work fits in to the works and company picture as a whole.*
3. *Gained information which will be of practical use to them in their work.*
4. *Experienced living together, and met foremen from other works. They have learned that the other man has problems similar to their own and have heard how he has tackled them.*
5. *Met senior officials of the company and others outside their own small circles.*
6. *Learned what the company is willing to do for its foremen, and have shown a lively appreciation of this.*

Those results were thought to justify embarking on a widening scheme of training. The principal effects have been a growing series of one-week residential courses and enlargement of non-residential training, for the benefit not only of established foremen but also of their newly-appointed colleagues and those likely to become foremen in the near future.

A representative example of this non-residential training, of which there are variants at all centres of Stewarts and Lloyds, is the study group that was formed at the Bilston works. There, twenty-four foremen and chargehands have, for more than a year, spent two hours weekly studying for the City and Guilds iron and steel operatives' certificate. Two hours' leave is granted to students on the 2-10 p.m. shift; the course is taken in the works training centre, where members of the works and training staffs are the instructors.

Learning about the intricacies of the National Insurance Act. Curricula of the courses are comprehensive, ranging from man management to "geographical factors in the world situation."

Other academic courses include a number not controlled by the company. Typical of these is that organised by the Nottingham and District Technical College at the Stanton works, and through which a number of foremen are gaining the certificates of the Institute of Industrial Administration.

Foremen are regularly selected to follow external courses at Ashridge, Pendley Manor and Grantley Hall. A large number from the Corby tube works have made good use of the Loughborough College's training facilities. Theirs is a liberal curriculum, ranging from a study of the methods and technical equipment in the college workshops and a neighbouring engineering works to college lectures on subjects such as "Incentives in Industry" and "Economics of Everyday Life." Most attention is being paid to external residential courses, not exceeding a week, followed by a further week after the passage of many months.

Common features of all the courses are the interchange of information and of experience, gained by visits to other works in the group, and the use of the most authoritative speakers available. The subject of costing, for example, has been presented to the foremen by the chief cost and works accountant, sales policy by the general managers of home and export sales divisions, and safety measures by the Chief Inspector of Factories. University lecturers and other specialists—in psychology, the social sciences, etc.—are commonly guest speakers at the residential courses.

Full use is made of discussion groups, as a means of disseminating information and particularly for the practice they afford in giving clear expression to ideas. An effective adjunct is the speech recorder, to enable foremen to hear themselves as others hear them.

Other subject headings from Stewarts and Lloyds foremen courses include:

Man management; youth selection and training; project work (students working in small groups on a problem and presenting a written report on their deliberations at the end); incentives in industry; geographical factors in the present world situation; the balance sheet; legal aspects in the industry; research and technical development; communications and report writing.

5 POINTS WORTH NOTING:

- ★ **All courses are voluntary and non-competitive.**
- ★ **Officially, the works manager nominates candidates. In effect, initiative does so.**
- ★ **Both residential (for all branches) and local courses have the same liberal theme.**
- ★ **Time-table allows relaxation and exercise to avoid "mental indigestion."**
- ★ **Potential foremen can attend the courses.**

Making Work More Interesting

"ARE there any techniques which management can use to make employees' work more interesting?" This question was recently asked of 180 personnel officers by the American Bureau of National Affairs Inc. Their answers showed that while many companies were tackling the problem there was a feeling that the final answer was still a long way off.

The personnel officers were unanimous in the view that employees should be made to understand the relation of their job to that of other jobs in the department, plant or company. Some reported that their companies "glamourise" the job, the company or the product. Columbia Southern Chemical Corporation, for instance, use radio programmes which stress the significance of jobs in the plant, and Opp Cotton Mills employ weekly films showing work processes in other industries as well as their own.

Well-designed community relations programmes were upheld by some of those questioned as a means of convincing not only the worker, but his friends and neighbours, that he worked for the best company.

Give employees the best possible working conditions, said the personnel executive of Southern States Co-operative. But many executives felt that the key to maintaining an employee's interest in his work lay in the recognition given him as an individual. This meant proper selection and placement, opportunities for promotion, assurance of getting credit when it was due, being kept informed of developments, and being asked for his ideas about his job.

Rotating Routine Jobs

Some firms favoured job rotation as a means of relieving monotony. Routine workers could take turns at assisting with inspection, planning, etc.

Few felt that monetary incentives alone were the answer. The majority suggested campaigns to develop the competitive spirit. Motorola Inc. have a league made up of teams from various work units. These bear the names of baseball teams, and "games" are won or lost on records for quality, productivity and housekeeping. Results are posted weekly, and at the end of the season the winning team is given a dinner by the management.

Another company follows the simple practice of keeping work crews informed of whether they are anead or behind schedule, and how profit was made or lost through their efforts.

Many executives emphasised the value of the foreman in maintaining the interest of the men under him and the importance of management's keeping up the morale of the foreman himself. (Condensed from *Personnel*, 1/53.)

Good Communications

THE value of good communications can be measured. General Electric Co., New York, have produced a chart to prove it. The chart shows the upward trend in production over the past five years. One plant reduced manufacturing losses by one-third in a year. Another cut one particularly critical form of loss by 50 per cent in three months. The accident record of another dropped by a third over three years. In two years another knocked one-third off its manufacturing losses. These results, it is claimed, are typical, not unusual and all came from improved communications. (Condensed from *Factory Management and Maintenance*, 12/52.)

How to Meet Trouble

AT Victor Products (Wallsend) Ltd. each production department has a "trouble job book," in which can be written the day-to-day troubles of machining or assembly. Any employee may use the book, tear out the pages used and put them in the suggestions box. It is guaranteed that all "trouble job" sheets are dealt with by the board of directors. The employee receives a written decision, and awards are made by the directors for helpful suggestions. (Condensed from *Personnel Management*, 12/52.)

Antidote to Worry

A SIMPLE antidote to employees' worries about job security was found by one company which put up a blackboard in the works on which were chalked production schedules (in manhours) for six months in advance. Figures are changed weekly so that employees know exactly what is ahead of them. The company report that production has gone up since this plan was adopted.

Pattern for Peace

AFTER many years of strife between union and management, the Chicago plant of the Inland Steel Container Co. have achieved harmonious relations. Union and management have realised the futility of strife and got together to solve their mutual problems. But this was not easy; it was only accomplished after a lot of sincere hard work. Guiding principle for both sides was respect for the human dignity of each individual.

Problems still exist, but they are now handled quickly and as near the point of origin as possible. This calls for close co-operation between foreman

THESE WORKERS NEED NO TEA-BREAK

("Port Sunlight News" photo.)

Members of the Port Sunlight Players' company are busy rehearsing for a gala performance. Although the producer has called "break" the enthusiasm of these workers for a job of acting allows no stop for tea.

and shop steward. In many departments these two meet almost daily. Both union and management recognise all problems as "mutual" and aim at a practical solution.

Subjects outside the union agreement are discussed, and a policy worked out, at joint meetings of the foreman and his departmental shop steward, the floor committee man, general foreman, personnel manager and chairman of the grievances committee for the union.

If the problem applies to the whole plant, the manager and union president are also called in. The policy, when approved, is written out and a copy placed in the foreman's manual. Any point in the union agreement which proves unworkable may also be reconsidered by a committee of this type and an "interim agreement" written into the union contract. (Condensed from *Supervision*, 12/52.)

Super Cafeteria

A TEAM of British designers and artists have been responsible for the architecture, decor and furnishing of the new London offices of the American publishing house, Time-Life International.

The fact that decorations and furnishings have been paid for largely in dollars allowed many of the usual licensing restrictions to be lifted. The result is a magnificent interior which few British firms could hope to reproduce, but it provides some noteworthy examples of contemporary design which might well be adopted or adapted on a less lavish scale.

Typical of the originality of design shown throughout the building, is the pleasant cafeteria. Three of its sides are window walls, with access to additional summer seating on the terrace. The general lay-out was determined by the position of the entrance and the kitchen. The servery is in a recess off the main dining space. Removable expanded metal panels form a ceiling through which the air is extracted and replaced. The trays, plates and cups are automatically dispensed by mechanical "lowerator" devices. A refrigerated glass shelf is provided over the cold counter, and there is an iced-water stand beyond the servery.

Variety in seating arrangements is gained by the use of a long counter for people eating alone. This faces the windows and added interest is given to the view by a trough of plants along its entire length. Tables for two are placed down the centre of the room, with larger tables adjoining the terrace windows. "Banquette" seating is built against the inside wall.

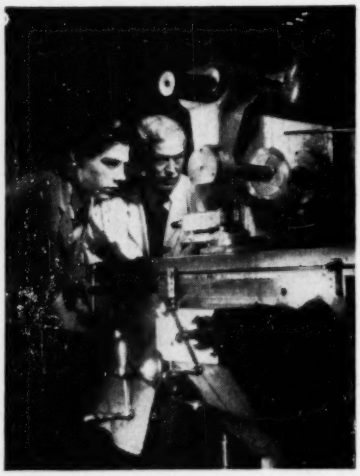
Black tubular steel tables have contrasting tops of soft blue "wareite"; chairs of similar design are upholstered in a blue-green fabric. The dark wooden panelling of the inside wall is offset by the white-painted window frames and blinds. The general effect is spacious and harmonious and refreshingly different from the utilitarian atmosphere of so many office and factory canteens.

Safety Matches

SAFETY slogans and pictures printed on the covers of matchbooks, which are given to workers when they buy cigarettes in the canteen, are helping to make thousands of workers in American factories more safety conscious.

Training by Film

A NEW Technicolor film has been made by Hoover Ltd., primarily for use in the training of overseas salesmen. This film, "All the World Over," takes viewers behind the scenes and shows how the vacuum cleaner is produced from its planning stage, with emphasis on quality and efficiency in production. The film gives information which could otherwise only be obtained by a visit to the company's Perivale factory, and includes some interesting sequences on the welfare of employees. It will also be used as part of the training programme of new employees in the factory.



Youth training at Hoover. "Shots" such as this are shown in the new film (reviewed here).

Planners of new canteens may get some ideas from this picture of the Time-Life cafeteria, with its attractive contemporary designs.

From House Magazines

A Stitch in Time

Two women in the sewing department of Christopher Thomas and Bros. Ltd., Bristol, repair employees' overalls, towels, protective gloves and aprons, then sort and check them ready for the laundry. They even help the pensioners by making the envelopes for their pensions!

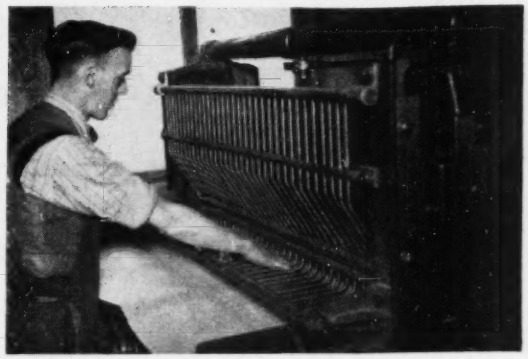
In addition, these two stalwarts undertake sundry other duties, such as helping the canteen staff to serve morning tea and coffee, and disinfecting the telephones. **(Bristol Bubbles.)**

Welfare Club

Employees of F. J. Edwards Ltd., run their own welfare club. For a subscription of 1s. a week members can receive benefit in times of illness or hardship amounting to 36s. a week for thirteen weeks and 18s. a week for a further thirteen weeks. Those who leave the firm's employ can get a refund of 50 per cent of their contributions provided that they have not drawn benefit during the year. **(The Diamond "O.")**

Accident-free Record

The Dunstable factory of Vauxhall Motors have set up a record by working through 566 days without a lost-time accident. They have demonstrated that regular inspection of equipment and conditions during production, together with an intention to find solutions to problems, can overcome hazards. **(Vauxhall Mirror.)**



This guard on a heavy guillotine consists of fixed parallel bars and allows adjustment of material to be cut. Covers full width of machine and extends inwards towards the blade as far as is practicable without endangering the operator.

(Ro.S.P.A. photo.)

How to Reduce Guillotine Accidents

By ROBERT McKOWN *formerly Editor, British Journal of Industrial Safety and Industrial Accident Prevention Bulletin*

ACCIDENTS on guillotines, like those on power presses and certain other types of machinery, have a severity which is out of all proportion to their frequency. The annual accident statistics published by the Ministry of Labour do not show guillotine accidents as a separate item, so it is impossible to say with certainty how many people are injured while using these machines.

It is probable that, whether considered in relation to the number of guillotines in use or in relation to the total number of injuries from all causes, the number of guillotine accidents is not phenomenally high. But what can be said with reasonable certainty is that the majority of accidents that do occur on guillotines must involve some degree of mutilation—it may be the loss of only one finger tip or it may be the loss of all the fingers from one hand, or even both hands. Hence the imperative need to take really adequate precautions for guarding guillotines efficiently.

Fortunately, guillotines are, in general, much easier to guard than many other machines. Whatever the type of guillotine and whatever the nature of the operations carried out, it should usually be possible to find a fixed guard which will give adequate protection. Just how wide a selection of guards is available may be seen from the latest edition of the Factory Department booklet* on the subject.

In selecting guards for guillotines there are a number of basic rules that should be kept in mind. (Several of them, incidentally, are equally applicable to point-of-operation guarding for other types of machine.)

First, the guard must make it physically impossible for any part of the hand to enter the danger area. This may seem obvious, but it is only too true that some guillotine guards offer a limited degree of protection without being effective in all circumstances. Perhaps the best (or, rather, the worst) example of this occurs when the wavy nature of the sheets to be cut makes it necessary to leave a fairly wide feed-opening between the bottom of the guard and the table of the machine. The recommended procedure is to place the guard at some distance from the blade, so that even if the fingers pass under the guard they cannot reach the danger area.

When a guard is set up in this way its effectiveness depends on the combination of four factors:

(a) Size of feed-opening;

(b) Distance between guard and blade;

(c) Length of the operator's fingers; and

(d) Thickness of his hand.

These last two factors are often left out of account. Not only are there formulæ which purport to give a "safe" distance between guard and blade for various sizes of opening (irrespective of the other two factors mentioned), but foremen, maintenance men and others—having sensibly ignored these formulæ and applied a physical test—often assume that if they cannot get their own fingers into the danger area that no one else can do so either.

It cannot be too often repeated, when feed-openings and distance guards are being discussed, that many young factory workers—especially girls—*have fingers and hands which are almost unbelievably thin in relation to their length*. They may be able to get the greater part of their hand through a gap so narrow that it will not admit a man's fingers beyond the first or second joint. Before a guard is considered effective, therefore, the actual persons who are to use the guillotine should take part in a test.

The next essential is that the guillotine should be as securely guarded at the back as at the front. For many operations it is convenient for one person to feed sheets into the back of the guillotine while another operates it from the front and removes the cut pieces. In such circumstances the need for a secure guard at the back is obvious.

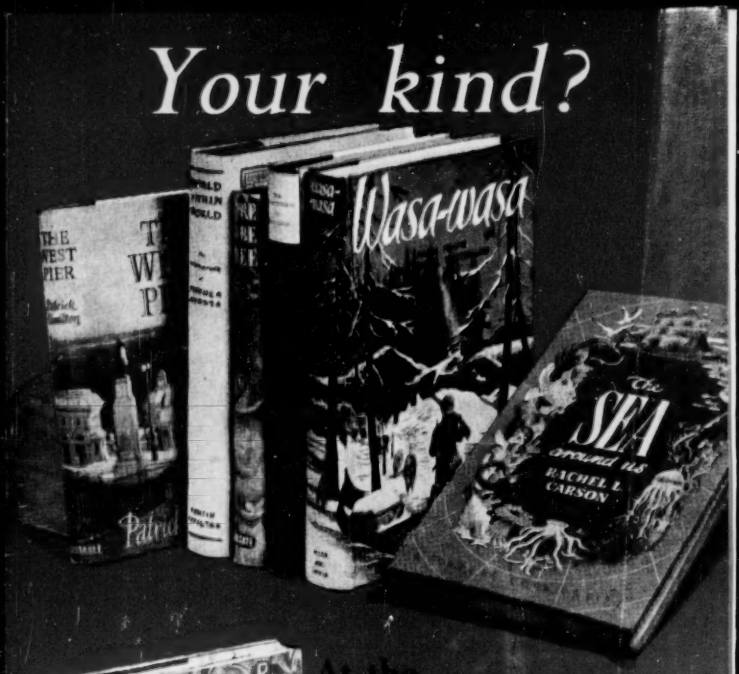
What is sometimes forgotten is that

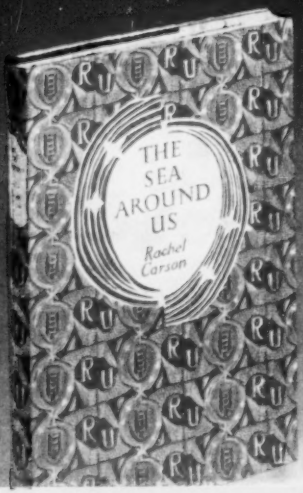
**Safety of Machine Tools and other Plant: No. 4, Guillotines and Shears.* Form 294. Third edition. H.M. Stationery Office. 1s.

5 RULES FOR GUARDING GUILLOTINES

- **Let the operator test the guard before it is adopted. Many young workers have long, slender hands which may get through the feed opening.**
- **Guard the back as well as the front of your guillotines.**
- **Make sure the guard does not impede the job.**
- **Protect the operator's hands against the clamp as well as the blade.**
- **Ensure that the guard is always used and properly maintained.**

Your kind?





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MARCH CHOICE (*Fiction*) *Specially illustrated for RU by Freda Nichols*

THE WEST PIER *by Patrick Hamilton*

'It is to Mr Hamilton rather than to Mr Graham Greene that the social historian will go for authentic atmosphere'. This is strong language from *The Times Literary Supplement* and confirms the view that Hamilton's advent in RU is overdue—John Betjeman has called the author of *Rope* and *Gaslight* 'one of the best living English novelists'. So to the West Pier in Brighton, the meeting-ground, the coltish flirting ground, of young people. Here three young men on holiday and two girls from the town are launched upon the seeming-tranquil (but in fact grim and treacherous) waters of seaside romance. 'Brilliantly told', said *The Sunday Times*, 'refreshing directness'—*The Daily Mail*, 'immense verve'—*The New Statesman*. **(Constable 12s 6d : RU 5s)**

APRIL CHOICE (*Adventure*) *Specially illustrated for RU by John Robinson*

WASA-WASA *by Harry Macfie and Hans G. Westerlund*

'Unless your blood be damned to eternal coldness this book will stir you, thrill you, and move you to deep compassion'. So wrote *The Tatler* of the adventures of Harry Macfie and a comrade, hunting, trapping and gold-prospecting in remote Canada at the turn of the century. In a world today quite vanished they hazarded their lives a dozen times in a dozen different ways. Existing in cabins in unexplored forests beside unmapped lakes, they fought the deadly Arctic winter for minute *tangible* reward. But there were other rewards evident in this 'vivid picture of a vanished age and of two good men whose spirit refused to go under'. (*Observer*). 'Veined with the gold of sterling life and perceptive mind, and probably the best to emerge from those rugged northlands'. (*John O'London's Weekly*). **(Allen & Unwin 15s : RU 5s)**

MAY CHOICE (*Fiction*)

THE SPENDTHRIFTS *by Pérez Galdós*

Spanish novelists ? Cervantes, of course, and Blasco Ibanez perhaps, are known and read, but *who* is Pérez Galdos ? Yet he is not only the most popular of Spanish authors, but may be considered on the same level as Dickens, Dostoevsky, Balzac. *La de Bringas*, never previously translated, gives RU members an opportunity to judge one of his most impressive novels. 'A brilliant, well constructed comic story blooming absurdly out of the political realities of the time' (the 1860s) wrote V. S. Pritchett, while Raymond Mortimer found it 'strange that this outstanding novel has not previously been translated'. Hugh Sykes Davies claimed for it 'all the weight and authority of a European classic.' In the lapidary's phrase it is 'rose-cut': well-designed, humane, and amusing on a generous scale. **(Weidenfeld & Nicolson 12s 6d : RU 5s)**

JUNE CHOICE (*Escape*)

DARE TO BE FREE *by W. B. Thomas*

In 1939 Major Thomas, now a British Army regular officer, was a New Zealand bank clerk. His book tells of his extraordinary adventures in the intervening years. Captured in the German airborne invasion of Crete (strikingly re-told) he escaped from a P.o.W. camp at Salonika. It is a record of personal courage matched with resource, which gains immeasurably by being so modestly told. 'A fascinating account of his adventures . . . his life among the monks of Mount Athos is like a romance by Sir Walter Scott' (Sir Compton Mackenzie). 'An almost incredible story of reckless courage and endurance' (*The Scotsman*). 'A book to change the minds of those with the idea that recent stories of escaping prisoners-of-war have exhausted this as a theme . . . a magnificent story of dogged faith' (*Belfast Telegraph*). **(Wingate 12s 6d : RU 5s)**

JULY CHOICE (*Science*) *Fully illustrated, including Colour Plates*

A LAND *by Jacquetta Hawkes*

This book gained a *Sunday Times* Special Award. It is utterly unlike any other we have seen. Its basic theme is the growth of our island, its rocks and soil and vegetation, and the influence of our familiar landscape on the people who inhabit it. Within this framework, by an artist's hand, geography, history, archæology, philosophy and poetry are blended into an exciting unity for the general reader. Harold Nicolson wrote in *The Observer*: 'There is a weird beauty in this prophetic book'. *Time & Tide* considered that: 'This book will become famous'; Peter Quennell, *Daily Mail*, found it 'a deeply thoughtful book'. *A Land* is an important study upon which no intelligent reader can ponder without profit and a stirring of the imagination; and it is fully illustrated.

(Cresset Press 21s : RU 5s)

AUGUST CHOICE (*Nature*) *Specially illustrated by Ralph Thompson*

THE GOSHAWK *by T. H. White*

The story of the duel between Mr White (whose *Sword in the Stone* older members will recall with pleasure) and the great hawk he strove to tame—the record of an intense clash of wills in which the pride and endurance of the wild raptor are worn down by the almost insane will-power of the falconer. The contest reaches its climax in three endless days and nights, the bird on the wrist a wily, unsubmissive virago, the falconer, sleepless, striving to lull his captive to easy sleep. One and all, reviewers found this book unique and brilliant. 'I rank *The Goshawk* as a masterpiece'—Guy Ramsey, *Daily Telegraph*. 'Mr White writes like an angel'—*Observer*. 'His book is unforgettably interesting'—Eric Keown, *Punch*. 'Puts bird life in a new fierce light'—V. S. Pritchett. **(Cape 10s 6d : RU 5s)**

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a guard at the back is equally necessary when the guillotine is, theoretically, used only from the front. Over and over again accidents have occurred because, for some unforeseen reason, someone has worked at the back of a guillotine when he was expected to work at the front of it only.

The third essential is that the guard should interfere as little as possible with the operation of the machine. If guarding makes the job more difficult, or slows it down, the operator will probably remove the guard if he can and grumble about it if he cannot. The problem is most acute when it is essential for the operator to work to a cutting mark on the sheet instead being able to rely on stops. The solution is to have a guard so designed that it does not impede the operator's vision; a requirement which can be met by using a guard composed of bars, or of expanded metal or wire mesh. It should be noted, in passing, that if the latter materials are used they must be held by strong frames; neither expanded metal nor wire mesh will stand up to normal working conditions if they are not so supported.

Guard the Clamp

Finally, the operator's hands should be protected not only against the blade, but against the clamp also. On many power-operated guillotines the clamp rises high enough for the fingers to pass underneath the clamp feet, and this danger should be anticipated. On large guillotines, especially, it may be desirable to provide separate guards for the blade and for the clamp.

It should not be necessary to add that the choice of an adequate guard is only half the battle; the other half consists in ensuring that it is always used and is properly maintained in sound condition. Wherever practicable, the guard should be so fitted that it cannot readily be lifted off; some firms secure the guards by padlocks to which only the foreman has a key.

Finally, if the safe removal of cut pieces presents a problem, consideration should be given to the provision of gravity chutes or mechanical conveyors such as those illustrated in the Factory Department booklet. These devices achieve what should be the aim of every production manager—they make the job safe and increase production efficiency at the same time.

Covering the Coronation In Your House Magazine

P. C. VIGOR, Editor of "Vauxhall Mirror," offers house magazine editors some ideas on Coronation features, and tells them where to seek help if they need it.

HOW should the editor of a works magazine cover the Coronation in his publication? Should he have a supplement, or a section, or should he ignore the event altogether? What regulations must he observe when publishing pictures and articles about it?

The Coronation is receiving so much attention from the national press that the average house magazine cannot hope to compete on anything like equal terms. Multi-coloured pictures, specially commissioned articles, and all the other artistic decorations are beyond its budget.

In most commercial and industrial companies, too, the Coronation will throw up its own celebrations. There will be preparations for decorating recreation club and company premises. The annual dance and outing will be flavoured with Coronation events. Every speech will contain expressions of loyalty and patriotism and in this way no future company historian, browsing through the journals, would be able to say it was completely ignored!

Nevertheless, the directors may think the event merits special attention. When he sets out to prepare his Coronation feature, the works magazine editor will think first of regulations. Strange as it may seem, there are no "special" regulations in the legal sense, only the usual law of libel and so on. So the editor will be safe from additional dangers. There are, however, many questions of good taste which rely mainly on his common sense.

Photographs

For instance, it would be unwise, if the editor has photographs which were taken when royalty visited the company premises at some time, to use them if they showed any member of the royal family in an undignified pose. Naturally, too, to superimpose a portrait of the Queen on to a picture of the sports ground or buildings would be disrespectful. In fact if a Coronation section is planned in the magazine it would be best to keep it separate and not place pictures, especially, alongside or near advertising, company news or company pictures.

The Chief Officer of Information at the Earl Marshal's Press Bureau, 14 Belgrave Square, S.W.1, is most helpful, and doubtful pictures or articles can be submitted to him—perhaps a wise course in any event.

From that office, too, the editor can obtain other information, such as a selected bibliography, the route, the Queen's programme, robes for the Coronation, appointments, and so on. Any press agency will supply articles, too.

This also goes for pictures and photographs. Most agencies will provide photographs, but if the editor has seen a special photograph he particularly likes, his best plan is to apply to the photographer direct. He should explain where he intends to use the picture, for reproduction fees for commercial purposes are very high.

The Crown Jewels

There are certain regulations to be obeyed when publishing pictures of the regalia and Crown jewels. For instance, the sceptre must not be used to illustrate a general article on jewellery, although it can be used in one on the Crown jewels. There are certain colour schemes to be complied with, but these need have no worries for the editor. A good blockmaker will know all about these things. But once again, if in doubt, it is best to go to the source, the Lord Chamberlain's Office, Royal Court, House of Lords, S.W.1.

The editor may think, as many do, that the best plan is to have a single page insert in the magazine. Most printers have reproductions which could be adapted. A picture of the Queen, or the Queen and the Duke of Edinburgh, coloured, on good art paper, with a loyal message, so that it could be hung in offices or workshops could be a dignified and not "overdone" expression of loyal feeling. But if it is coloured, make it fairly large or else it will look rather smudgy, and the editor should watch that the printer uses his colours intelligently.

Once again, if in doubt, play safe. A clear black-and-white print with a coloured line shower of flags as a border will look better than an eight-coloured picture with blocks of the wrong screen, or paper of the wrong quality.

But in all matters, good taste and common sense will remain supreme, and the editor should make his expression of loyalty as heartfelt and as simple as he can—which below the surface-froth of commercialism is the British way.

A Good Cloakroom is an Aid to Efficiency

By LAURENCE DOPSON

The law requires that industrial employees shall be provided with accommodation for storing and drying their clothes. It is possible to "get by" this requirement by observing the letter of the law. But wise managements know the value of a first-class cloakroom, provided with up-to-date equipment, such as that described and illustrated below.

EVERY factory or office must have provision for employees' outer clothes, and in some cases also for working overalls or uniform. Like wash-rooms and lavatories, which were considered last month, the cloakroom can be tidy and morale-raising, or it can be the reverse. There is as yet no uniformity as to what is the most desirable in equipment or layout of cloakrooms. The British Standards Institution have not issued any standards for lockers or other cloakroom equipment, nor are they contemplating doing so.

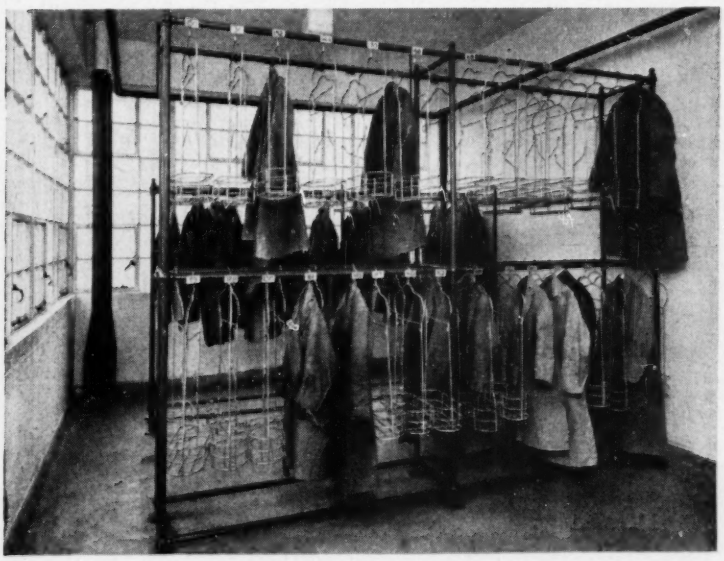
The lock-up locker, for which the employee has his own key, the welfare officer or other responsible person having a master key, is widely favoured. There are many types of lockers. They should be deep or wide enough to allow clothes to hang on a hanger, and have a shelf on which can be placed a hat or a shopping bag. There should be sufficient space between sets or lockers which are facing each other for an employee to put on his coat without overcrowding the person opposite.

Some seating should always be provided in changing rooms, and a convenient way of providing it is in the form of benches. A simple but useful aid to tying up shoes and boots is a rail along a wall, 3 ft. from the ground.

Where the working clothes are very dirty, of course, a separate locker is provided for working clothes and for outdoor clothes.

Another method of storing clothes is the hanger with a container, which can be locked, for valuables. With this method the clothes can be hauled up to the ceiling, if desired.

In offices and other places where there is no separate cloakroom, less room is taken up by having a rack in which coats can be hung at right-angles to the wall rather than having them flat against the wall. The round type of clothes stand as found in restaurants is not satisfactory.



(Photo. by courtesy of James Sieber Equipment Co. Ltd.)

Employees' clothes are neatly stored—in a fresh-air current—on these cleverly-designed hangers, which take shoes, bags, etc., as well.

For drying clothes, heat can generally be conveniently provided by a steam pipe. A useful method is to have fixed hangers and a pipe running along the floor beneath them.

It is also possible to obtain gas-heated clothes stands. These look like the stands for women's coats in shops. The rails from which the hangers are suspended, however, are pipes through which heated air passes. There is a rack at the bottom for shoes or hats (the need for drying which is sometimes forgotten).

This type of installation can be used for the accommodation of clothes at all times. The heat can be switched off when not required and put on again to meet, for example, the effects of a summer storm.

Where clothes are dried there must be adequate ventilation to prevent the formation of a smelly, "steamy" atmosphere.

Drying Footwear

Whatever else is done about drying clothes, too, it is important that provision should be made for drying wet boots and shoes, which are a potential source of absenteeism through colds. A hot pipe running under the foot rail is one way of doing this. Nor, particularly where there are women, must provision for drying umbrellas be omitted. So often there is nothing for employees to do with umbrellas but let

them drip—and a stream of water eventually trickles over the floor. Where there is a drying room, this should be sufficiently large for umbrellas to be opened and left to dry. If there is shortage of space, so that it is not possible to have umbrellas opened out, there ought to be a rack for them, at any rate.

Whatever provision is made for the storage of outer clothes, each employee should have a locker for library books, shopping baskets, etc. Racks of lockers of any kind have a tendency to accumulate stuff on top of them, a tendency which can be discouraged by having a sloping top. Where I saw this done the lockers had been made to specification, but it is a point which locker manufacturers might well keep in mind.

The answer to the question of women's handbags will depend upon local circumstances and the nature of the work which employees are doing. It may be quite impossible for them to take their handbags with them, or it may be against regulations. Generally speaking, women are reluctant to be parted from their handbags. If the bags are left in the cloakroom it should be in a separate store, under direct supervision.

Mirrors and Morale

In every cloakroom there ought to be one or two full-length mirrors. Mirrors are often not provided in cloakrooms, even when these rooms are also washplaces, but they are an asset. They have a subtle effect on turn-out and hence on morale—the shock of seeing oneself in a mirror, particularly a full-length one, is salutary.

The desirability in larger establishments of having attendants in locker rooms and cloakrooms is being recognised. They do provide a deterrent to pilfering and enable the places to be kept clean and tidy.

Whilst every precaution should be taken against theft, it is desirable that a notice should be displayed making clear the extent of the management's responsibility for clothing and valuables left in a cloakroom.

Water Mixers

The photograph published on page 342 of last month's issue was reproduced by courtesy of Walker, Crosweller and Co. Ltd. It showed, in addition to hot air hand and face dryers, hot and cold water mixers installed in a factory washroom.

CIVIL DEFENCE

They Keep the C.D.O. On his Toes

By DENYS HAMILTON

Great enthusiasm is allied to efficiency in the Civil Defence unit of the Chatwood Safe and Engineering Co. Ltd. In no small measure this is due to the co-operation of the county authority, who have helped to make the training periods interesting and live. "No Shop" parties have also helped.

MRS. WEST is 55, works a five-day week helping to make safes, and looks after a family of four. A full enough life, one would think. Yet she finds time to be an enthusiastic first-aider, too. Nothing makes her miss her weekly training class with the ambulance section, and her knowledge and skill are allied to a remarkable amount of energy.

Her spirit is typical of the Chatwood Safe Company's Civil Defence team. Here is no apathy. Indeed, in this unit it is the members who keep the C.D.O. on his toes.

"When are we having another lecture?" "What about an exercise?" Those are the sort of questions which are shot at the C.D.O. in question, J. E. Stone, when he walks round the shops. Chatwood civil defenders are gluttons for training.

From the time when, two years ago, posters and notices throughout the works brought in over seventy volunteers for training, the Chatwood unit has forged ahead. Today, it comprises wardens', ambulance, rescue and welfare sections and a works fire brigade, all ready to go into action when needed.

When he announced the formation of the Industrial Civil Defence Service, the Home Secretary said that member-units would "follow the advice given by the Home Departments and be prepared to give all reasonable and practical co-operation to. . . . The Civil Defence Corps Authority." The Chatwood Civil Defence unit was formed on this understanding a long time before the Home Secretary's statement. It was built on the designs specified in the Home Office circulars, its dual purpose being the protection of the Chatwood works and service with the Salop County Council Civil Defence Corps Authority should the necessity arise.

The company acknowledge with gratitude the great help they have received from the Civil Defence

Chatwood telephone exchange becomes the Civil Defence control centre. Head wardens study a works map as the operator deals with messages.

A "casualty", trapped in a building, is lifted to safety by the rescue section. All the Chatwood Volunteers are eager to take part in realistic training exercises such as this.

Authority under the County Civil Defence Officer, R. Glen Hill, M.B.E. From the outset, company and authority have been at pains to meet each other half-way.

Take, for instance, the question of training. The county provide instructors, who go up to the works at the end of the working day so that volunteers do not have to return for training later in the evening. In return, the company provide all—instructors and trainees—with a meal. The county give the firm much advice and help in many aspects of Civil Defence organisation. In return, again, the company garage the county's outsize specialist vehicles and release their trained Civil Defence personnel for the county's demonstrations or recruiting drives, all without charge.

"These instances can be multiplied many times," says Mr. Glen Hill, "but the feeling of trust and understanding has certainly made the work a pleasure."

Team spirit, interest and numbers of the Chatwood Civil Defence unit have been maintained by a combination of hard training and pleasant relaxation. Quarterly parties are held at which "shop" is barred. Entertainment films are shown (training films being reserved for training periods) and a good time is invariably had by all.

Membership of the unit represents a cross-section of the firm's personnel. The Civil Defence controller is B. M. Sixsmith, managing director, and his two sub-controllers are H. Bainbridge, works manager, and W. Ormrod, another director. There are three reconnaissance officers, Messrs. Deane, Barker, and Boyce, and three operational control officers, Messrs. Ward, Prout and Evans. In emergency they would automatically commence duty on a 24-hour rota.

Other members of the unit include J. Strefford (First-aid) a keen and energetic leader and instructor, prominent in local St. John; W. Rogers (Rescue), leader of a team who are regarded by outside circles as being one of the most efficient rescue teams in the Midlands; and "Jock" Lambie (Wardens), noted for trenchant remarks embellished by a strong Scottish accent. Many of the members served in the wartime organisation and carry on the tradition which the members then established.

Chatwood's have a C.D.O. who is not only keen but also knows his job thoroughly. Mr. Stone was responsible for the training of all works organisations in Shrewsbury during the last war. He joined Chatwood Safe Co., taking over the Civil Defence unit from its original C.D.O., in 1951.

Readers' Letters To The Editor

Exit August Monday?

SIR,

Nearly two-thirds of the population take their holidays at the same period of the year. Why? The magnet is August Bank Holiday which, because of an Act of Parliament passed in 1871, must fall on the first Monday of August.

The industrialists of Enfield, Edmonton, and Tottenham are convinced that their workpeople could be better served if their two weeks' holiday could be taken at some other period than the first week in August, and they are prepared to consider the zoning of summer holidays within the area of Enfield, Edmonton, and Tottenham over a period of six weeks, i.e., the last week in July and the whole of August and the first week in September, each of the three districts closing down for a period of two weeks.

Further, why not eliminate the August Bank Holiday and give to the workpeople an extra day, at a time mutually agreed upon between the employers and the employees in the various industries? The worker would thus get his day in lieu, say in September or October, or added to one of the statutory holidays.

J. EDWARDS, J.P., M.C.C.
Secretary.
Enfield-Edmonton-Tottenham
Manufacturers' Association,
Enfield, Middlesex.

House Magazines Wanted

SIR,

We are arranging an exhibition of house and works magazines to be held at 12 Bedford Square, London, W.C.1, early in the spring.

All editors of such publications are invited to submit copies for inclusion. These should be sent to Lund Humphries at the above address, together with particulars of the size and nature of the circulation, method of distribution and any other relevant facts.

It is hoped also to include a small display of early house magazines, and the organisers will be grateful for the *loan* of suitable examples.

Your, etc.,
HERBERT SPENCER.
Percy Lund Humphries and Co. Ltd.,
12 Bedford Square, W.C.1.

Diary Suggestion

DEAR SIR,

There is very little criticism one can make of your excellent magazine, and being an enthusiast I hesitate somewhat to do so.

A suggestion, however. Would it not be an advantage if the names of towns in the Management Diary were in bolder type than the remainder of the details so that individual localities could be immediately seen?

Yours, etc.,
P. N. BAKER.
White Lodge,
Fontygary Road,
Rhoose,
Nr. Barry, Glam.

A good idea, Mr. Baker. *See page* 407. —EDITOR.

New Methods Raise Productivity

PRODUCTIVITY has increased from 40 to 50 per cent in some clothing manufacturing firms as a result of the adoption of improved methods in recent years. Detailed accounts from a number of firms are given in the report published by the British Productivity Council last month.

A Carlisle firm raised its productivity by 60 per cent in a year as the result of reorganisation; a London company increased its output by 50 per cent and its wages by 30 per cent by work study methods: a Birmingham firm manufacturing industrial clothing increased output by 12½ per cent by the introduction of more efficient plant and methods and a profit-sharing scheme; a Bristol firm increased its production of trousers from 25,000 pairs in 1947 to 46,000 pairs in 1951, with the same labour force, by the introduction of flow-line production.

The report states that the recession in the industry brought home to every firm the need for bringing down costs. This meant either lowering quality or increasing production efficiency.

Reference is made to the valuable consultory services of the Clothing Industry Development Council, which was recently dissolved, and it is suggested that there are many ways in which a central body could assist the industry.

This report is one of a series dealing with production in British industries and showing to what extent the recommendations of the various Anglo-American Productivity teams have been adopted.

A Career for Women

OPPORTUNITIES for women to train as engineers on equal terms with men are now being offered by the British Electricity Authority. Women engineers who established themselves in industry between the wars were often at a disadvantage because they were unable to take their practical workshop training, but B.E.A.'s new scheme overcomes this difficulty.

Women candidates selected for courses in generating station operation and maintenance would spend 15 months in a generating station and the workshops, a month each in the practical study of control room, transmission, and distribution, and six months with an engineering firm. At the end of this training they would be on a parity with men for pay and promotion and in industrial experience.

Although the graduate training scheme started in 1948, only two women have so far become trainees. It is estimated that at the present rate of construction of power stations, 300 graduates will be needed each year for generating staff alone, and the authority hopes that a higher proportion of women with mathematical and mechanical aptitudes will take advantage of the opportunities available in the industry.

Accidents in Paper Mills

THE Second Report of the Joint Standing Committee on Prevention of Accidents in Paper Mills contains a revised set of rules for the guidance of managements in dealing with the main machinery hazards in the industry.

The safeguarding of paper-making machinery presents some difficulties for various reasons, such as the high speed of certain machines, their continuous nature, and the possible break in the flow of fast-moving paper requiring prompt measures for restoring the flow. Accidents may happen at the press and couch rolls, at the felt and felt rolls, between felts and drying cylinders and associated felt rolls, and also at the nips of calenders. Associated preparing and finishing machines also give rise to accidents, many of a serious nature.

The Joint Standing Committee on Paper Mills agreed upon certain rules in 1937, which undoubtedly raised the standards of safety in the paper-making industries, but experience has shown that those rules required some revision and extension. H.M. Chief Inspector of Factories decided in 1949 to reappoint the committee—consisting of representatives of employers, trades unions and the Factory Department—to advise him of additional or alternative measures considered advisable.

The committee will examine difficulties that may arise with any rigid implementation of the rules in any paper mill, and make recommendations to H.M. Chief Inspector of Factories. It will also keep under revision all circumstances relevant to accidents in paper mills and advise suitable precautionary measures.

Wages News

BUILDING WORKERS—Employers have rejected a claim by the National Federation of Building Trade Operatives for a wage increase of 6d. per hour.

CATERING WORKERS—The Railway Hotels Executive has rejected a claim for a wage increase of 10 per cent made by the National Union of Railwaymen and the Transport Salaried Staff's Association on behalf of more than 15,000 members. The claim was submitted last year when other railway workers were awarded an increase of 7 per cent.

CIVIL SERVANTS—The Society of Civil Servants has submitted a claim on behalf of 35,000 members in executive grades. It is estimated this claim would cost another £3 million a year.

MINERS—The National Coal Board have agreed to the claim of the National Union of Mineworkers for an increase of 6s. a week in the wages of some 400,000 day-wage men.

POST OFFICE WORKERS—The Union of Post Office Workers have accepted the Government's wage offer made in reply to their application for an all-round increase of 7 per cent for nearly 200,000 postal workers.

CIVIL DEFENCE SCHOOL REOPENS

Here are the directing staff, instructors and their assistants of the civil defence school organised by the Bristol Waterworks Co. The only one of its kind in the country, this school re-opened on February 1 with students from waterworks in England, Scotland and Wales. It is to receive an official tribute to its work on March 11, when Maj.-General S. F. Irwin, T.D., C.B.E., chairman of the Joint Planning Staff, will pay it a visit. An article on the school appeared in this journal in June, 1952.

In Brief

Shop stewards representing the motor industry in Coventry have voted in favour of the immediate introduction of a 40-hour week as a means of "solving the unemployment crisis in the industry." A joint committee set up by the Coventry and Birmingham engineering unions and certain Midlands M.P.'s is considering the whole redundancy problem in the industry.

* * *

The cost-of-living index on which sliding-scale wages agreements are based is to be revised by the Ministry of Labour who have organised a survey of 20,000 household budgets. The new enquiry will reflect the spending habits of income groups ranging from £150 to £1,000, or more, per year. The survey will take at least a year to complete.

* * *

When the canteen staff of the Crown Staffordshire Pottery, Stoke-on-Trent, went on strike recently, six pottery workers volunteered as cooks and waitresses and served hot lunches, sandwiches and teas for over 200 employees.

* * *

Plans to pool labour, plant and sales experts are being considered by 250 small firms, members of the Dudley Branch of the National Union of Manufacturers, in an effort to increase their export trade.

* * *

Shortage of labour will be the cotton industry's chief difficulty this year, according to a report of the secretary of the Cardroom Amalgamation. During the first nine months of last year the spinning industry lost 22,000 workers, and in spite of the drift back to the industry in the last quarter, there was a net loss of 15 per cent at the end of 1952.

* * *

Progress in research on the prevention of explosions in mines was slowed down owing to a shortage of staff, according to the 1951 report of the director of the Safety in Mines Research Establishment.

* * *

An unusual piece of medical research has been undertaken by Dr. J. H. Bell on behalf of Glasgow Corporation. Dr. Bell has spent 2½ years studying the health and working conditions of the City's sewermen, and during this period has spent a considerable amount of time actually working with the men to gain first-hand experience of conditions.

Higher Wages in 1952

AVERAGE wages rose by about 6 per cent in 1952, according to figures published in the January issue of the *Ministry of Labour Gazette*. Nearly 11,500,000 people received increases amounting to about £4,500,000 a week, the highest figure recorded, except during 1951 when average wages increased by about 11 per cent. Major increases last year were in engineering, shipbuilding and vehicle industries and in building and contracting.

The level of retail prices also rose by about 6 per cent. This was mainly due to a rise in the price of food resulting from the removal of subsidies.

About 416,000 workers were involved in industrial disputes resulting in a loss of 1,800,000 working days compared with 1,690,000 days involving 379,000 workers in 1951. One-third of the time lost last year was in the coal mining industry, and one-quarter in vehicle building.

Unemployment Benefit

UNDER new regulations, which it is proposed should come into force on July 5 next, benefit may be drawn for a spell of unemployment lasting up to 19 months. To qualify for the extended benefit a contributor must have been insured for five years. The number of additional days granted will depend upon the number of contributions paid during the past 10 years and the number of days of unemployment benefit drawn in the past four years.

Fewer Jobs for Typists

A REPORT made by the Manchester area secretary of the Clerical and Administrative Workers' Union states that there has been a noticeable change in the employment situation of clerical workers during the past six months. This is particularly so in the case of shorthand-typists for whom there are very few vacancies today, whereas a few months ago such vacancies were numerous. This change is also reflected in the salaries offered, particularly to female clerks; these are as low as £4 a week.

There has also been a reduction in the number of jobs for juniors, and the union has recently had instances of juniors unable to obtain suitable clerical work, a situation which they have not had to face for a number of years.

Personal

K. H. Wheeler has been appointed personnel manager to Batchelors Peas Ltd., and will be responsible for personnel policy throughout the company's group of factories, employing over 2,000, at Sheffield, Southall, Worksop and East Bridgford. Mr. Wheeler, who is 33, has been personnel officer at the Sheffield factory since 1950. His previous posts include that of deputy personnel manager to Van den Berghs and Jurgens Ltd., Purfleet, and resident assistant to the Unilever supervisors' course in London.

THE MINISTER SAID . . .

Answers to Questions in the House

Dermatitis.—In 1950 about 21,000 awards of injury benefit were made in respect of cases of industrial dermatitis and about 3,000 initial awards of disablement benefit. At the end of the year there were about 2,200 pensions being paid for this disease, of which 80 were life pensions.—(*Minister of National Insurance*, January 26.)

Atomic Protection.—Investigations to date indicated that provided appropriate safety techniques were applied and health instructions observed, the use of atomic energy for industrial purposes should have no harmful effects on the workers engaged.—(*Minister of Supply*, January 26.)

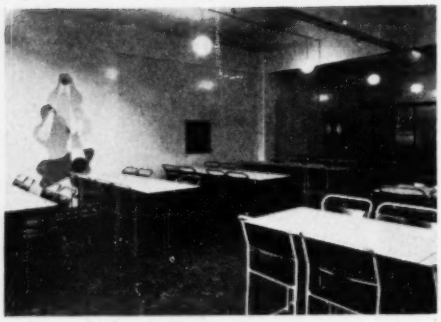
Training.—As a result of the recommendations of the Anglo-American Productivity teams on industrial education and training, the Minister of Labour had called the attention of a number of industries to the need for a review of their training arrangements, and had undertaken to convene a group for the study of future developments in the training of supervisors.—(*Parliamentary Secretary to the Ministry of Labour*, January 27.)

D. C. Thomson Dispute.—In spite of continued efforts by the Minister of Labour to find a solution to the dispute between the National Society of Operative Printers and Assistants and the firm of D. C. Thomson, the firm had now made it clear that they would not re-engage certain men concerned in the strike of April last. There would appear to be no further suggestion for a settlement which could be usefully explored.—(*Parliamentary Secretary to the Ministry of Labour*, January 27.)

National Service. It was proposed to discontinue calling up men in Medical Grade III employed in agriculture, and to introduce greater flexibility in dealing with stockmen. Applications for deferment of stockmen would be eligible for consideration where a man was throughout the year, or for a not inconsiderable part of the year, employed substantially more than half his time (i.e., about 70 per cent or more) in connection with stock.—(*Parliamentary Secretary to the Ministry of Labour*, February 2.)

New Canteens No. 2

This Canteen Avoids the "Institution" Look



One of the abstract murals which enliven the pink dining-room walls.

The second in our series of articles describes a new Midlands canteen and social centre. The management have taken care to make all the rooms warm and inviting. Among the amenities are cafeteria, stage, bar and hall for dancing, boxing, etc.

WITH a bombed site to build on, Parkinson Stove Co. Ltd. and their associate company, Monitor Engineering Ltd., have recently completed a canteen and social centre for their 2,000 employees. They have gone out of their way to provide surroundings with none of the "institution" look which sometimes mars canteens and recreational premies.

The building has a façade of red brick and the maximum window space. It is set back from the access road, and has a frontage of lawns, trees and flowers. On the ground floor are the new offices of the personnel department, with direct access to the road at one end and the factory at the other. There are two waiting rooms, with plenty of chairs and periodicals.

The rest of the ground floor consists of the kitchen, cafeteria and dining-room. Kitchen equipment includes six Unita cookers, one bain-marie, one steam oven, three steam-jacketed boilers, one baker's oven and one prover. Extractor fans are fitted over all these items.

In the vegetable preparation room there is a potato peeling machine, and in the trolley room two steam kettles, six trolleys and eight tea urns. The cafeteria counter has a built-in hotplate, and coffee and tea urns. Other items are a plate-washing machine, a fish fryer, a mixing machine and an electric slicer. All walls and floors are tiled.

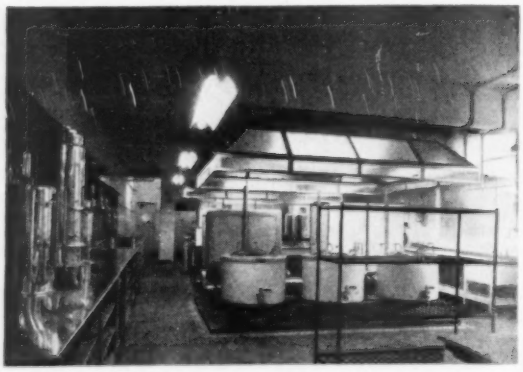
Conveniently adjacent to the kitchen, the cafeteria contains a completely fitted bar for use on social occasions. Next door is the dining-room (with waitress service). All employees can use either of these rooms.

At the end of the building opposite to that occupied by the personnel department, a wide staircase leads up to the landing, where there are cloakrooms and a toilet for visitors. Double doors open into the main hall, which occupies nearly the whole area of the first floor. At the far end of the hall there is a stage equipped with up-to-date lighting and sound amplification apparatus, and with space at the back for the storage of scenery and props.

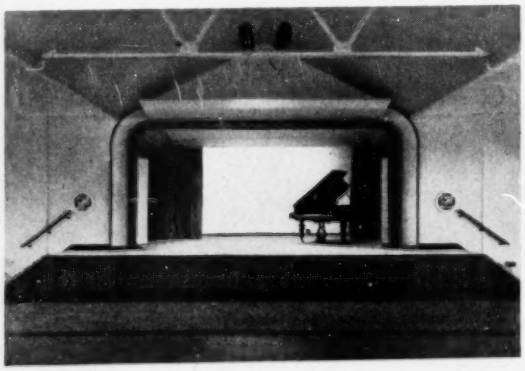
There are two full-size billiard tables, dart boards, etc., in the hall, and special lighting has been installed to illuminate a boxing ring and table tennis tables. There is ample room for dancing or, alternatively, for seating an audience for concerts or plays. The windows are curtained to allow for midday film shows.

Throughout the building the colour scheme is based on Dutch pink and Nile green—the latter being used for all ceilings. Floors are in green, maroon or black polished tiles. All table and counter tops are of heat-proof plastic material in the same pink and green.

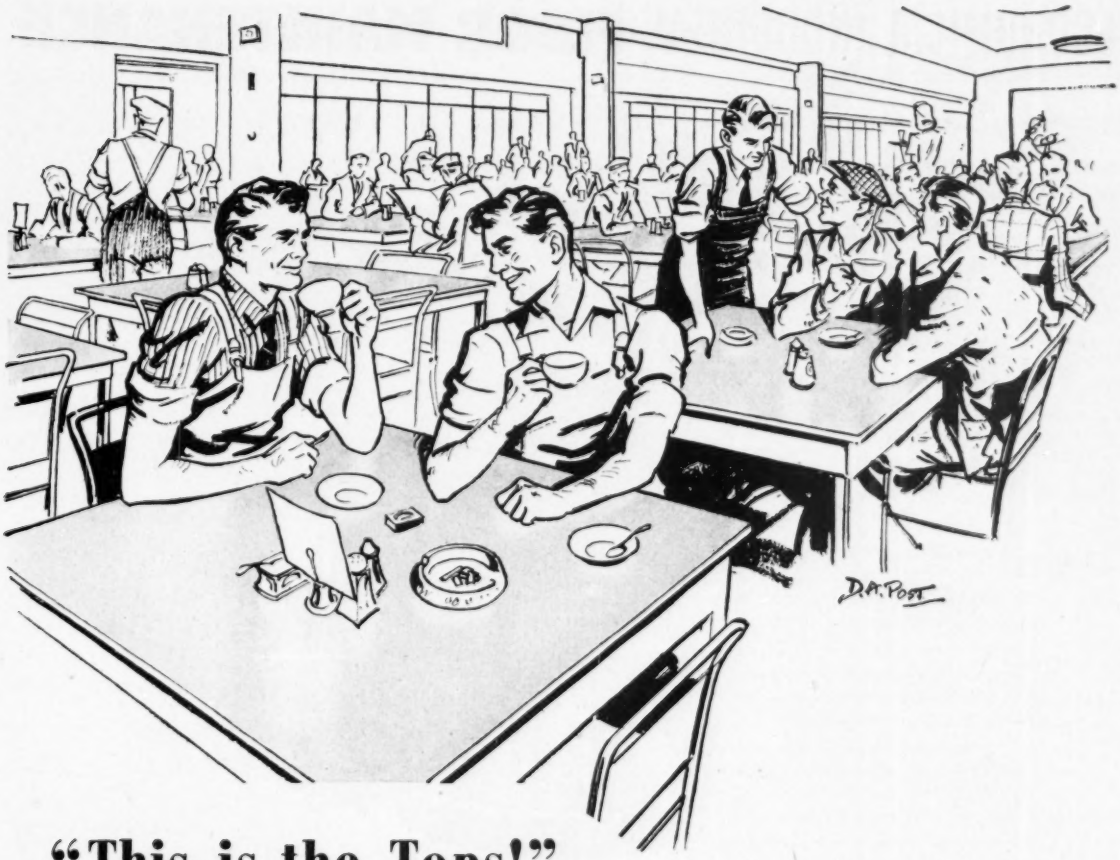
Abstract murals have been painted in the cafeteria and the dining-room. The whole effect is warm and inviting, and the "institution" atmosphere has indeed been avoided.



The kitchen (service counter on left) has extractor fans fitted over all cookers, bain marie, boilers, etc.



Stage, in the main hall, has up-to-date lighting and sound apparatus and a cyclorama.



"This is the Tops!"

"What is?—the new bonus scheme, or these new table tops?"

"Both, the management certainly look after us one way or another."

"Well, this stuff brightens the old canteen up; best of it is, it doesn't seem to burn or scratch, and you know how careless some of these lads are!"

"Peggy says it makes their work much easier—just wipes it over—'Looks as nice as ever', she says."

"Bet my missus would like some of this at home—wonder what it's called?"

"DECORPLAST—so the manager told Peggy—I think I'll enquire where I can get some."

"Good idea. Come on, there's the hooter—can't sit in the Ritz all day, you know!"

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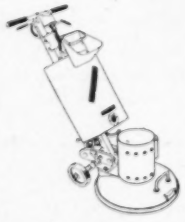
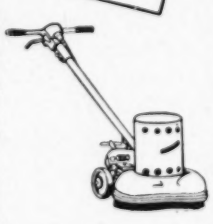
THE DIPPER

A suction floor drier which dries 5,000 sq. ft. per hour. Made in three capacities.



THE VULTURE

Heavy duty scrubber and polisher for large areas—covers 3,000 sq. ft. per hour.



THE BITTERN

Removes impacted grease quickly and effectively from factory or workshop floors.

New Industrial Equipment

EXECUTIVES' SURVEY OF AIDS TO INCREASED PRODUCTION

Readers who wish to know the suppliers of any of the products referred to in this section are asked to write to the Editor, quoting the reference number which appears at the end of the paragraph.
We are always glad to consider for publication descriptions—preferably accompanied by an illustration suitable for reproduction—of new products.

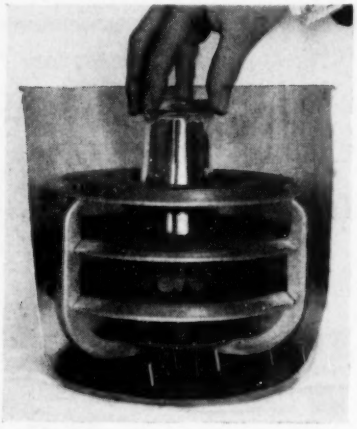
SEEN AT THE CATERING EXHIBITION

Here are some further products that were exhibited at the Hotel and Catering Exhibition which was held at Manchester last month.

Glass Washer

ROBIAN PRODUCTS LTD., displayed their Clenaglass glass washer. Clean water is poured into it and a detergent which is supplied with the washer is added. Pressure is applied to the glass, which is inserted through the top layer of rubber (as shown in illustration). After two or three twists, the glass is clean. The glass is then left on a piece of absorbent material and dries in a few seconds.

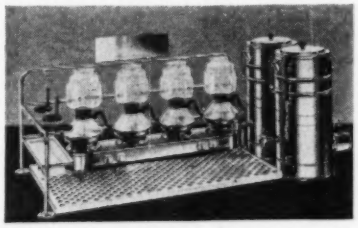
Also exhibited were their Nestaracks—racks that can be handled by one



person and take sixty empty plates or ten full ones—and Cupparacks which stack cups and saucers ready for service. **(PM/605.)**

Coffee Machine

THIS electric four-burner Console Conabar was exhibited by the *Cona Coffee Machine Co.* The two urns—one for coffee and the other for milk—are of chromium-plated copper and have glass linings. Their immersion heaters are thermostatically controlled so that the milk and coffee are kept at the right serving temperature all the time—146 and 192 degrees respectively.



Each urn holds 1¾ gallons of liquid. Each percolator hotplate can be controlled by its own switch independently. **(PM/606.)**

Toast and D.D.T.

AN automatic toaster and an electric DDT diffuser were exhibited by *Elga Products Ltd.* The toaster, which is built up from two-slice units, is said to save at least 75 per cent of the current consumed by the conventional type grill. It does not burn the toast. A two-slice model has an output of approximately seventy slices per hour, and larger models can cope with well over five hundred slices per hour.

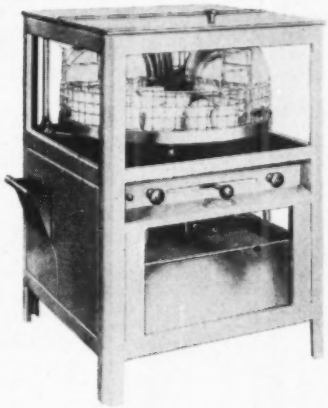
The diffuser consists of a small electric-heated container which is fitted to a plastic bracket for wall fixing. It contains a DDT cartridge and the heat from the element diffuses DDT vapour throughout the room. The vapour is invisible and odourless and is said to keep premises free from flying insects. Chlorophyll cartridge is available to combat obnoxious odours and kitchen smells. **(PM/607.)**

New Fish Cabinet

THE PRESSED STEEL CO. LTD. featured amongst their many exhibits a new Prestcold cabinet for storing fish in high humidity. It has a capacity of 10-12 stone of wet fish; four drawers of galvanised steel with false removable bottoms run on roller-type bearings; adjustable levelling feet for installation on an uneven floor; a five-year guarantee on the Presmetic hermetically-sealed refrigeration unit; and many other advantages. **(PM/608.)**

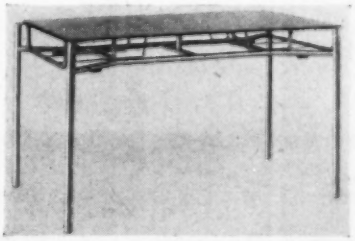
New Dishwasher

A NEW stainless steel dishwasher was exhibited by *Atack-Turner Ltd.*, who claim that it has a capacity of 100 meals or well over 1,000 pieces of mixed crockery an hour. Twenty-eight in. sq. × 40 in. high, the dishwasher washes, rinses and dries in one operation. The makers give a 6-month guarantee with each model. **(PM/609.)**



Nesting Table

THIS new type of nesting table (as can be seen from the illustration) incorporates a tray rack and was one of the exhibits of *Pel Limited*. The frame is of electrically-welded steel tubing. Legs are 1¼ in. dia. and are fitted with rubber feet. The cross supports are 1 in. dia., and the height



of the table is 30 in. The table can be supplied without the tray rack. Tabletops are available in the following finishes: Linoleum, Formica and Warerite, and in sizes 4 ft. × 2 ft. 6 in., and 6 ft. × 2 ft. 6 in. **(PM/610.)**

End of Exhibition Review.

LIGHTING

Light Saver

DESIGNED primarily to reduce the consumption of electricity and thus cut down expenditure, a dimmer switch enables an ordinary light bulb to be varied from full brilliance to a dim glow in six stages, and also has an "off" position to permit its use as an ordinary switch. Particularly suitable for Civil Defence systems, works hospitals, and for business premises when only partial lighting is necessary during the hours of darkness, the switch is produced for use on A.C. mains only, with a maximum load of 120 watts, and is encased in a Bakelite moulding. It can be installed without alteration to the existing wiring. A standard ½ amp. fuse is incorporated, and a spare fuse is housed in the selector knob moulding. **(PM/611.)**

Lighting Unit

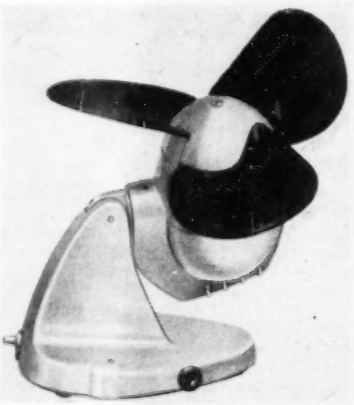
WORKING under a glaring light is very tiring. Here is a lighting unit designed to eliminate glare under all normal conditions. The whole unit is translucent and its construction is based on a system of prisms. The patterns of these prisms give a sparkle when the lamp is lit, but no glare. The fitting is unusual in that the glass canopy and reflector form one moulding. The makers claim that in addition to eliminating the separate canopy

this gives added strength to the unit. The diffusing cover glass is clipped to the reflector unit, and carries a diffusing pattern of flutes and cross prisms. The reflector may be white or Correctalite, while the cover glass is white only. Both glasses are normally velvet finished. The units are available for use with 150 w. or 20 w. filament lamps and are made for chain or tube suspension. **(PM/612.)**

VENTILATION

Rubber-bladed Fan

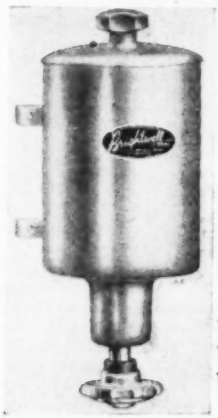
A NEW 10 in. rubber-bladed safety fan is finished in silver-grey and provided with a white plastic on-off push button switch. It has an oscillating mechnaism contained within the motor body which fits into the base, and a knuckle joint which enables the fan to be used in the bracket position. It is necessary only to direct the air stream by turning the motor body, when the oscillation will automatically continue round the selected point. An air displacement of 900 cu. ft. per min. is given with a consumption of only 30 watts. The model weighs 5½ lb., and is suitable for A.C. mains on voltage ranges of 100-110, 200-210, 220-230 and 240-250. **(PM/613.)**



HYGIENE

New Hand Cleanser

SKIN troubles among workpeople, which account for much absenteeism, are often caused or aggravated by irritation due to grease, grime, chemicals, or harsh cleansers incompletely removed from the skin after work. This new powder hand cleanser contains no insoluble or abrasive fillers and its scouring action (necessary to remove ingrained dirt or to penetrate oil films) is provided by the small grains of powder, which slowly dissolve during the wash. This powder in water solution is mildly alkaline having a *p*H value of 9.3 which is claimed to be sufficiently low to ensure



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no chemical damage to the skin and to prevent undue removal of natural fats.

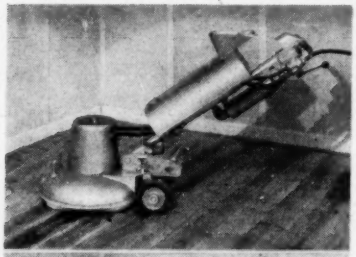
A dispenser, obtainable from the makers, is so designed that a few upward taps of the plunger deliver enough of the powder for each wash. **(PM/614.)**

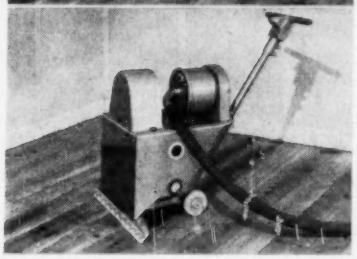
BETTER HOUSEKEEPING

Air-driven Floor Cleaners

THE two machines illustrated—a floor scrubbing and polishing machine and a suction floor dryer—have been produced for premises such as oil refineries, chemical factories, gas works, plastics factories, etc., where the use of electricity is unsuitable. The machines are basically similar to the same manufacturer's standard models, but have been adapted for compressed air drive. The scrubber and polisher is powered by an air motor consuming 25-28 cu. ft. of air per min. at 80-100 lb. per sq. in. Absorption silencers cut out exhaust noise. The dryer has been made to connect with built-in vacuum lines, and needs a vacuum of not less than 25 in. water gauge.

Harwell Atomic Energy Establishment, for which these machines were





originally designed, have co-operated in their development. **(PM/615.)**

CLOTHING

New Nylon Overall

THE smartly-tailored style with the cross-cut flared skirt has been adopted by the manufacturers of this new women's nylon overall. Quite simple to launder, this overall gives complete freedom of movement.

The collar can be worn either fastened up to the neck or turned down to form a lapel, and one inset

side pocket has been fitted in the skirt in preference to the usual patch pockets. This is to keep the smooth appearance while also protecting small articles placed in the pocket from rubbing against extraneous objects. Fitted with detachable buttons, which can be readily removed for laundering, the overall is offered in white and three other colours: lido blue, turquoise and spring-leaf green. It is available with short sleeves or long sleeves with a fitting cuff, and can be obtained in the following sizes: SW, W, WX and OS. **(PM/616.)**

SECURITY

This clock ensures that the watchman makes a regular and complete patrol. Number of stations unlimited and station keys cannot be duplicated. Five-day movement, endless indelible two-colour ribbon (station points red, time black). (PM/618.).

NOW MADE BIGGER, AND BETTER

The Annual issue of the

Manchester Guardian Survey

OF INDUSTRY, TRADE AND FINANCE

is on March 3, 1953

Among the contents will be included the following articles:

The Struggle for Trade—a 10,000 word Manchester Guardian staff report on industrial conditions and views of the moment, including sections on production—labour—home and export sales—finance—capital expenditure plans, etc.

British Exports and the Rate of Sterling Forecast by Professor Colin Clark.

Report on Coventry, by Philip Andrews and Elizabeth Brunner (Nuffield College, Oxford).

The New Trade Union Viewpoint, by E. P. Harries, late Secretary of the Organisation Department of the Trades Union Congress.

The German Worker . . . by Terence Prittie, Manchester Guardian Correspondent in West Germany.

. . and the Japanese, by Hessell Tiltman, Manchester Guardian Correspondent in Japan.

Problems of the Cotton Trade, by W. G. Pilkington.

The Stock Exchange and the Public, by John B. Braithwaite, Chairman of the London Stock Exchange.

The University Graduate and Industry, by Honor Croome.

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Summary of Official Publications

READERS' GUIDE TO ACTS, STATUTORY ORDERS, NEW RULINGS AND AWARDS CONCERNING INDUSTRY AND PERSONNEL

STATUTORY INSTRUMENTS, 1953

No. 22. **The Rubber Reclamation Wages Council (Great Britain) Wages Regulation Order, 1953.** Dated January 12, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945 (a). *H.M.S.O.* 4*d.* (Revokes Order R.R.(29), and fixes new statutory minimum remuneration payable. Operative from January 28, 1953.)

No. 58. **The Cotton Waste Reclamation Wages Council (Great Britain) Wages Regulation Order, 1953.** Dated January 16, 1953, made by Minister of Labour and National Serice under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 4*d.* (Revokes Orders C.W.(45) and C.W.(47) and fixes new statutory minimum remuneration payable. Operative from February 2, 1953.)

No. 87. **The Perambulator and Invalid Carriage Wages Council (Great Britain) Wages Regulation (Holidays) Order, 1953.** Dated January 20, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 4*d.* (Revokes Order I.(45) and fixes annual holidays allowed and holiday remuneration payable. Operative from February 4, 1953.)

No. 143. **The Fur Wages Council (Great Britain) Wages Regulation (Holidays) Order, 1953.** Dated February 3, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 4*d.* (Revokes Order Z.(54) and fixes holidays allowed and holiday remuneration payable. Operative from February 20, 1953.)

No. 144. **The Milk Distributive Wages Council (Scotland) Wages Regulation (Holidays) Order, 1953.** Dated February 3, 1953, made by Minister of Labour and National Service under Section 10, Wages Councils Act, 1945(a). *H.M.S.O.* 4*d.* (Revokes Order M.D.S.(47) and fixes holidays allowed and holiday remuneration payable. Operative from February 23, 1953.)

Draft. The Jewellery and Silverware Council (Dissolution) Order, 1953. Dated ..... 1953, made by the Board of Trade under Section 8, Industrial Organisation and Development Act, 1947(a). *H.M.S.O.* 4*d.* (Provides for the dissolution of the Jewellery and Silverware Council and for the application of surplus funds to the improvement of design and the promotion of export trade. Operative from March 1, 1953.)

Draft. The Iron and Steel Foundries Regulations, 1953. Dated ..... 1953, made by Minister of Labour and National Service under Sections 46 and 60, Factories Act, 1937(a), Section 8, Factories Act, 1948(b), and Transfer of Functions (Factories, etc. Acts) Order, 1946(c). *H.M.S.O.* 4*d.* (Makes new provisions concerning the promotion of cleanliness and safety in foundries, and lays down certain requirements which must be observed regarding: stacking, arrangement and storage; work near cupolas and furnaces; gangways and pouring aisles; dust and fumes; protective clothing and equipment; bathing facilities and clothing accommodation. Operative from January 1, 1954.)

GENERAL

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Time Rates of Wages and Hours of Labour, October 1, 1952. Issued by Ministry of Labour and National Service, January, 1953. *H.M.S.O.* 6*s.* 6*d.* Gives minimum or standard time-rates for the more important industries and occupations as fixed by voluntary agreements, joint industrial councils and similar bodies, or by statutory orders. Particulars are also given of normal working hours, basic rates for pieceworkers, additional rates for shift work, and guaranteed weekly wages, where available. Details of wage rates for young people in selected industries, overtime rates, and arrangements for paid holidays in the principal industries are included in the appendices.

Choice of Careers. (New Series.) Hotel and Catering Occupations (No. 33); Cotton Spinning (No. 34); Silk, Rayon, Nylon and Cotton Cloth Manufacture (No. 35); The Blacksmith (No. 36); The Welder and Cutter (No. 37). Issued by Central Youth Employment Committee. *H.M.S.O.* 1*s.* 3*d.* each.

Prevention of Accidents in Paper Mills. Second Report of the joint standing committee on paper mills. Issued by Ministry of Labour and National Service, Factory Department, January, 1953. *H.M.S.O.* 3*s.* 6*d.* (See also page ..)

Accidents: How They Happen and How to Prevent Them. Vol. 14. Issued by Ministry of Labour and National Service, Factory Department, January, 1953. *H.M.S.O.* 1*s.*

Civil Defence. Handbook No. 1. Wireless Instruction for Civil Defence. Issued by Home Office, January, 1953. *H.M.S.O.* 6*d.*

Civil Defence. Manual of Basic Training Vol. 1. Pamphlet No. 6. Organisation of Civil Defence and Allied Services. Amendment No. 1. Issued by Home Office, January, 1953. *H.M.S.O.* 4*d.*

INDUSTRIAL COURT AWARDS

No. 2428. Government Industrial Establishments. Reference: That lead rate for certain storemen be increased by 10s. a week. Award: The Court found against the claim as stated but awarded in favour of the offer made in June, 1952, by the official side of the Miscellaneous Trades Joint Council. (13/1/53.)

No. 2429. Government Industrial Establishments. Reference: Claim for locality or inconvenience allowance for industrial workers employed at H.M. Dartmoor Prison. Award: Claim not established. (15/1/53.)

No. 2430. Government Industrial Establishments. Reference: That trimmers employed in foundries in H.M. Dockyards be paid in accordance with rates laid down in Schedule 5, Skilled Labourers' Schedule. Award: Claim not established. (23/1/53.)

No. 2431. Road Passenger Transport Industry. Reference: Dispute concerning interpretation of Clause 2 (c), National Conditions Agreement, March, 1947. Award: The Court found in favour of the trade union side's interpretation of this clause and awarded accordingly. (23/1/53.)

No. 2432. Chainmaking Industry. Reference: Claim for increase in piece prices. Award: Increase of 6½ per cent on piece prices shown in Price Lists dated July 9, 1951. (28/1/53.)

No. 2433. Fountain Pen Manufacture. Reference: That increase of 8*s.* a week awarded to semi-skilled workers under the engineering agreement of November 28, 1951, be applied to all semi-skilled and unskilled workers employed by the firm. Award: The Court awarded that basic rates of semi-skilled and unskilled workers employed by the firm be increased to 2*s.* 10½*d.* per hour for adult males and 2*s.* 1*d.* for adult females. (28/1/53.)

No. 2434. Distributive Trades. Reference: Claim by union for establishment of a pitching payment at Stratford Market. Award: Claim not established. (28/1/53.)

INDUSTRIAL DISPUTES TRIBUNAL

AWARDS

No. 274. Remuneration of Radio and Television Service Engineers. Claim: For establishment of basic minimum rates and for increases based on the index of retail prices. Award: Minimum rates to be as follows: Holders of certificate B—£7 8*s.* 6*d.* per week; holders of certificate A—£7 13*s.* 6*d.* per week; holders of television certificate £7 18*s.* 6*d.*; other cases—£6 5*s.* (14/11/52.)

No. 275. Terms and Conditions of Employment of Certain Workers Employed by a Firm of Electrical and Mechanical Engineers at West Bromwich. Claim: For observance by company of wages and conditions applicable to the engineering industry. Award: In favour of claim. (17/11/52.)

No. 276. Terms and Conditions of Employment of Workers Employed By a Firm of Wire Goods Manufacturers in Birmingham. Claim: For observance by company of wages and conditions applicable to the engineering industry. Award: Claim not established. (18/11/52.)

No. 277. Observance of the Terms of a Specified Agreement by Certain Bakery Firms in Pembrokeshire. Claim: For observance by employers of terms of agreement between the Amalgamated Union of Operative Bakers, Confectioners and Allied Workers and the West Wales Federation of Master Bakers' Associations. Award: In favour of claim. (18/11/52.)

No. 278. Remuneration of Certain Chief Officers of the Droylsden Urban District Council. Claim: For implementation of recommendations of the Joint Negotiating Committee for Chief Officers of Local Authorities in respect of the Treasurer and Surveyor. Award: In favour of claim. (20/11/52.)

No. 279. Claim for Payment of Accrued Holiday Credits in Respect of a Worker Formerly Employed by a Particular Firm at Bow, London. Claim: For payment of holiday credits in accordance with engineering agreements. Award: In favour of claim. (20/11/52.)

No. 280. Domestic and Similar Grades of Staff Employed in Hospitals and Allied Institutions in Great Britain: Charges to Resident Staff for Board, Lodging and Laundry and to Non-Resident Staff for Meals. Claim: That charge for resident staff should be raised to 33*s.* per week with consequent increases in charges to non-resident staff. Award: In favour of claim. (21/11/52.)

No. 281. Rates of Wages of Certain Workers Employed in the Funeral Furnishing Departments of Co-operative Societies in Kent. Claim: for amendments in current rates. Award: (1) Increase of 7*s.* a week to chauffeur-bearers, general workers who act as bearers, coffin-makers and polish-finishers, with proportionate increase for juniors; payment of 2*d.* per day to coffin-makers for the provision and maintenance of tools; the question of remuneration for branch managers and their wives was referred back for negotiation by the parties. (24/11/52.)

No. 282. Salary Scales of Certain Workers Employed in the Baking Trade in the North of England. Claim: For minimum rates of pay higher than those fixed by the Baking Wages Council. Award: Claim not established. (28/11/52.)

No. 283. Remuneration of Certain Workers Employed by a Particular Firm at Birmingham. Claim: For observance by company of engineering agreements in respect of certain workers. Award: The Tribunal awarded that in respect of wages of workers employed on toolsetting and toolmaking the fluctuations agreed by the engineering industry should apply; conditions of employment for these workers should be the same as those applying to all other workers in the company. (29/11/52.)

No. 284. Rates of Wages of Gatemen Employed by an Engineering Company in Surrey. Claim: That company should pay gatemen a wage commensurate with the duties performed and the hours during which these duties were carried out. The Tribunal found that gatemen were in receipt of an appropriate wage rate and awarded accordingly. (1/12/52.)

No. 285. Rates of Wages of Workers Employed by a Firm Engaged in the Rubber Industry at Edinburgh. Claim: For wage increase of 2*d.* an hour for men and 1½*d.* for women in accordance with terms of Award No. 176. Award: In favour of claim. (4/12/52.)

No. 286. Remuneration of a Teacher employed at a Hospital for Mental Defectives in Cumberland. Claim: That worker concerned receive a salary comparable to that of the Burnham Scale. Award: Payment of a salary scale of £435 rising by annual increments of £15 to £480 per annum. (8/12/52.)

No. 287. Claim That Uniform Should be Issued to Porters Employed at a Hospital at Battersea. Claim: For issue of porters' uniforms. Award: Claim not established. (8/12/52.)

No. 288. Remuneration of Chief Officer of a Middlesex County Council. Claim: For adoption of recommendations of the Joint Negotiating Committee for Chief Officers of Local Authorities in respect of the County Council's chief officers. Award: Salaries of officers concerned to be on a scale of £3,000 per annum rising by annual increments of £100 to £3,500. (9/12/52.)

Management Diary for March

BRITISH ASSOCIATION FOR COMMERCIAL AND INDUSTRIAL EDUCATION

Mar.
12 **Birmingham,** (ev.) "The Relations Between Public and Grammar Schools and Industry." (In association with the Midland Branch, Incorporated Association of Headmasters.)
13-16 **Buxton,** Derbyshire Conference Centre. "Liberal Studies in Technological Education."
20-22 **Oxford,** Lady Margaret Hall. "Training and Personnel Management." (Jointly with Institute of Personnel Management.)
23 **Manchester,** (ev.). "Education and the Smaller Firm."
26 **Leicester,** (ev.). "Education for Industry. Who Provides and Who Pays?"

BURTON MANOR

8-20 **Burton in Wirral.** "Supervisory Management."

CORPORATION OF SECRETARIES

17 **Northwich,** Crown and Anchor Hotel, High Street. 7.30 p.m. "History and Administration of the Factories Act." Alan Mills. (H.M.I. Factories).

ILLUMINATING ENGINEERING SOCIETY

5 **Nottingham,** East Midlands Electricity Board, Smithy Row. 6 p.m. "The Lighting of Power Stations." L. H. Hubble.
10 **London,** Royal Society of Arts, John Adam Street, W.C.2. 6 p.m. "The Lighting of Office Buildings." (Discussion.)
12 **Manchester,** North-Western Electricity Board, Town Hall Extension. 6 p.m. "Transport Lighting." E. G. Wotton.
26 **Bradford,** Yorkshire Electricity Board, Bradford No. 1 Sub-Area, 45-53 Sunbridge Road. 7.30 p.m. "Fluorescent Forum."

INDUSTRIAL WELFARE SOCIETY

2-23 **London,** 48 Bryanston Square, W.1. 6 p.m. "Leaders Today Meet the Leaders of Tomorrow." (Course.)
3 **Glasgow.** Foremanship Course.
3 **London,** 48 Bryanston Square, W.1. (Afternoon.) "Sports and Social Clubs. Keeping members informed: publicity; notice boards, works magazines."
4 **London,** 48 Bryanston Square, W.1. Conference for the Retail Distributive Trade.
5 **London,** 48 Bryanston Square, W.1. Conference for Welfare and Works Surgery Assistants.
9-13 **London,** 48 Bryanston Square, W.1. "The Human Factor and Materials Handling."
10 **Bristol.** "Canteens Meeting."
17 **London,** 48 Bryanston Square, W.1. "Canteens Meeting."
18 **Manchester.** Foremanship Course.
18 **London,** 48 Bryanston Square, W.1. 2.30 p.m. "What is being done in our company about training for management succession: executive development schemes." D. Courtenay Taylor.
19 **Newcastle.** "Manual Lifting and Handling."
19 **Manchester.** "Preparing a Supervisory Training Scheme."
20-23 **Llandudno.** Conference for Editors.
24 **London,** 48 Bryanston Square, W.1. "Industrial Employment and the Ageing Population."
24 **Sheffield.** Women Supervisors' Course.
24 **Sheffield.** Editors' Meeting.
25 **Stockton.** Executives' Meeting.
26 **London,** 48 Bryanston Square, W.1. "Human Relations for Foremen and Supervisors."

INSTITUTE OF INDUSTRIAL SUPERVISORS

3 **Dudley,** Technical College. 7.30 p.m. "Motion Study on the Shop Floor." H. W. Marsh.
4 **Birmingham,** College of Technology, Suffolk Street. 7.30 p.m. "Education for Management." D. H. Bramley.
5 **Warrington,** The Latchford Hall. 7 p.m. "A Wider View of Industrial Relations." Dr Roberts.
10 **Leicester,** Sketchley Dye Works, Hinckley. 7.30 p.m. "Human Relations." A. B. Lowndes.
12 **Rotherham,** College of Technology. 7.30 p.m. Industrial Film Show (Material handling and safety films).
12 **Smethwick,** Chance Technical College. 7.30 p.m. "The Hawthorne Experiment." A. T. Davies.
13-15 **Missenden,** Missenden Abbey. "Work Study for Supervisory Management."
17 **Newark,** County Technical College. 7.30 p.m. "American Foremanship Report." W. J. Izzard.
18 **Frome,** The Lamb Hotel. 7.30 p.m. "Training in Foremanship and Management."
19 **Coventry,** Craven Arms Hotel, High Street. 7.30 p.m. "Factory Morale and Discipline Under Full Employment." L. Leonard.
19 **London,** The Polytechnic, Woolwich, S.E. 7.30 p.m. "What the Foreman Wants to Know." (Forum.)
20 **Newport,** King's Head Hotel. 7.30 p.m. "The Difficulties of the Supervisor Today."
20 **Manchester,** College of Technology. 7.30 p.m. "Managing a Small Factory." D. G. Petrie.
21-23 **Ilminster,** Dillington House. "The Practice of Supervisory Management."
24 **Leicester,** College of Technology. 7.30 p.m. "More About the Foreman—Can he be human and successful?" N. Whittaker.
24 **Wolverhampton,** Star and Garter Hotel. 7.30 p.m. "Foremanship." J. Ayres.
25 **Bristol,** Grand Hotel. 7.30 p.m. Joint Management Institute's Meeting.
25 **Sheffield,** Grand Hotel. 7.30 p.m. "The Foreman and the Personnel Department." (Jointly with the Institute of Personnel Management.)
26 **Portsmouth,** British Electricity House. 7.30 p.m. Discussion Night.
26 **West Bromwich,** Kendrick and Jefferson Ltd. 7.45 p.m. Industrial Film Show.
27 **Stockport,** Unity Hall. 8 p.m. "The New Foremanship." J. W. Ball.

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19 **Birmingham,** Chamber of Commerce, New Street. 7.15 p.m. "The Work of a

(*Continued on page* 408.)

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Continued from page 407

Personnel Department and Its Relation to Time Study." F. Jackson.

INSTITUTE OF PERSONNEL MANAGEMENT

2 **London,** Glacier Metal Co., Ealing Road, Alperton. 7 p.m. "The Delusion of Incentives." R. L. Webster.
3 **Belfast,** Kensington Hotel. 6.45 p.m. "Recreational Facilities in the Factory." Capt. Spence.
4 **Stourport-on-Severn,** Mitre Oak, Crossway Green. 7 p.m. "Bringing an Obsolete Piece-rate Scheme Up-to-date." L. Fontaine.
5 **London.** "Merit Rating."
8-13 **London.** "Wages and Salaries." (Residential course.)
10 **Newport,** Westgate Hotel. 6.45 p.m. "The Art of Communication." A. C. Leyton.
11 **London,** 8 Hill Street, W.1. 4.30 p.m. "An Executive Development Programme." J. E. A. Barton.
12 **Roxburgh,** Roxburgh Hotel. 7.30 p.m. "Physical Recreation in Industry." Mrs. M. Brown.
13-15 **Buxton.** Joint Conference with the Personnel Management Advisory Section of the Ministry of Labour, and the British Institute of Management.
16 **Glasgow,** North British Hotel. 7 p.m. "Some Thoughts on the Prevention and Treatment of Industrial Disputes." E. W. L. Field.
17 **Birmingham,** Imperial Hotel, Upper Temple Street. 6.30 p.m. "Do We Need the Personnel Department?" D. H. Bramley.
18 **Liverpool,** Radiant House, Bold Street. 7 p.m. "The Techniques of Negotiation." C. Evans.
19 **Wolverhampton,** James Beattie Ltd. 6 p.m. "Managers and Foremen as Leaders." Dr. C. H. Northcott.
20-22 **Oxford.** Joint Conference with British Association for Commercial and Industrial Education.
20-22 **Peebles.** Conference of the Scottish and Border Region.
24 **Manchester,** Engineers' Club, 17 Albert Square. 6.30 p.m. "Personnel Management for Tomorrow." Miss B. N. Secar.
26 **Southampton,** E. Mayes & Sons Ltd., High Street. 6.45 p.m. "Staff Management—how does it differ from labour management?" Miss F. G. Hurley.

INSTITUTE OF ECONOMIC ENGINEERING

7 **Glasgow,** 70 Bothwell Street. 10.30 a.m. "Effective Management." J. H. Turner.
13 **London,** Cowdray Hall, Henrietta Place, Cavendish Square, W.1. 7 p.m. "Management in Action." G. P. E. Howard.
20 **Enfield,** The George Inn. 7.30 p.m. Discussion group.
27 **Hounslow,** The Bulstrode Hotel. 7.15 p.m. Discussion group.
27 **Manchester,** Engineers' Club, Albert Square. 7 p.m. "Methods Time Measurement." B. Davis.

INSTITUTION OF PRODUCTION ENGINEERS

21 **Leeds,** Great Northern Hotel. 2.30 p.m. "Management." W. Armstrong.
24 **Wolverhampton,** Star and Garter Royal Hotel. 7.30 p.m. "Valid Incentives." E. C. Gordon England.
26 **Cornwall,** Camborne School of Mines. 7.15 p.m. "A Broader Conception of Productivity and Its Measurement." F. G. S. England.

INSTITUTION OF WORKS MANAGERS

3 **Sheffield,** Grand Hotel. 7.30 p.m. "Time is Money." J. R. Widdowson.
9 **Manchester,** Grand Hotel. 6.45 p.m. "Human Relations in Industry." R. Craig Wood.
10 **Birmingham,** Grand Hotel. 7 p.m. Brains Trust.
11 **Stockton-on-Tees,** Vane Arms Hotel. 7.30 p.m. "Modern Legislation." R. Hillier (H.M.I. Factories).
16 **Preston,** Starkie House, Starkie Street. 7.30 p.m. "Some Legal Aspects of Management." L. Walsh.
20 **Nottingham,** Welbeck Hotel. 8 p.m. Discussion group.

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY

2-6 **London.** Course III in Selection Methods.
4 **London,** School of Hygiene and Tropical Medicine, Keppel Street, W.C.1. 6 p.m. "Changing a Payment System—report on the effects of a fresh approach to a production bonus." W. D. A. Clewes.
9-13 **Ipswich,** Belstead House. Residential course for supervisors.
16-20 **London.** Course for managers. (Part II.)
23-27 **London.** Course I in Selection Methods.

OFFICE MANAGEMENT ASSOCIATION

11 **London,** Caxton Hall, Caxton Street, S.W.1. 2.15 p.m "Training in the Office." G. J. Mills.
16 **Birmingham,** Grand Hotel. 6 p.m. "Staff Control." T. G. Austin.

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16-21 **Tring.** Foremen's Course.

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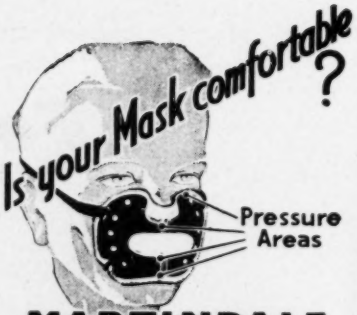

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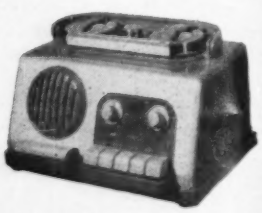

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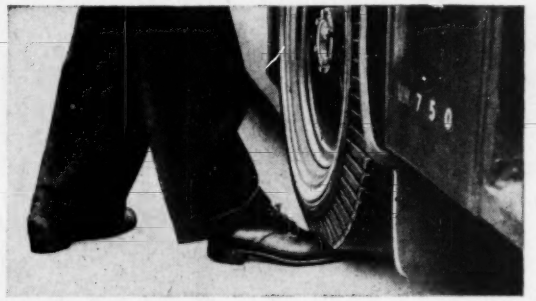

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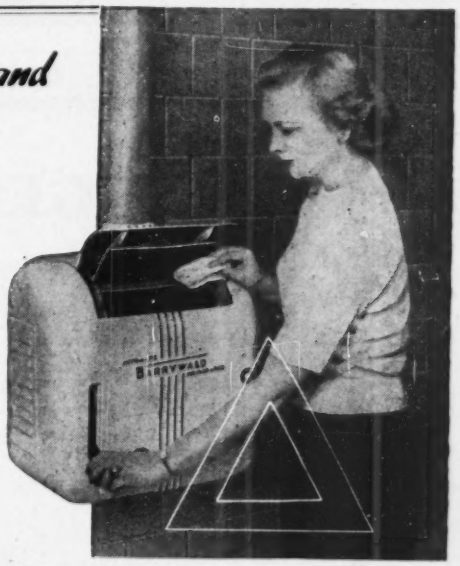

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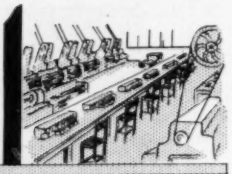

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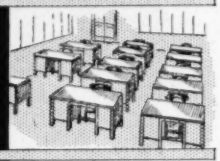

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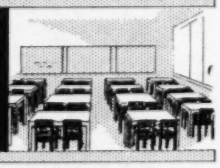

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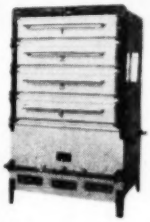

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Printed for the Proprietors, The Shaw Publishing Co. Ltd., 180 Fleet Street, E.C.4 (CHA.8844), by the Sidney Press Limited, London and Bedford. March, 1953. Advertisement and Editorial Office, 180 Fleet Street, London, E.C.4.